



Fernando Pessoa University

Faculty of Human and Social Sciences

Master's degree in Business Sciences

Event applications as a tool to improve event communication

A case study of a French event app start-up

Fernando Pessoa University

Porto, 2021

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Signature: _____

Dissertation presented to the Fernando Pessoa University
as part of the requirements for obtaining a Master's degree
in Business Sciences, under the supervision of the
Professor António Cardoso.

Fernando Pessoa University

Porto, 2021

ABSTRACT

Following the lack of existing studies about the applications development and use in the event industry, this research aims to analyze the use of applications as a tool to improve event communication. The methodology used includes an exploratory method. This research methodology is based on a review of the literature, a semi-structured interview with the CEO of the company and a case study with participant observation of the French startup InventApp which provides event applications.

The study demonstrate that the event app use allow to ease the event organization, to improve the event communication but also the interactivity and the participant engagement. All of this, increasing the customer experience but also having a part in the customer digital experience improvement. Event applications could be thus considered as a marketing and event communication tool.

The research has the limitation to its application within a single company in France. Furthermore, the point of view adopted is the one of the event organizer and not the event participant one. This research helped to better understand the role that event applications can have in the event industry and particularly in the communication around an event. In addition, this made it possible to understand the perception of market requirements and the characteristics expected of an event application.

Keywords: Event, Event Communication, Digitalization, Mobile Marketing, Event Application.

RESUMO

Dada a carência de estudos existentes sobre o desenvolvimento e uso de aplicativos na indústria de eventos, esta pesquisa tem como objetivo analisar o uso de aplicativos como ferramenta para melhorar a comunicação de eventos. A metodologia utilizada inclui um método exploratório. Esta metodologia de pesquisa é baseada em uma revisão da literatura, uma entrevista semiestruturada com o CEO da empresa e um estudo de caso com observação participante da startup Francesa InventApp que fornece aplicativos de eventos.

O estudo demonstra que o uso do app do evento permite facilitar a organização do evento, melhorar a comunicação do evento, mas também a interatividade e o engajamento dos participantes. Tudo isso aumentando a experiência do cliente, mas também contribuindo para a melhoria da experiência digital do cliente. As aplicações para eventos podem ser consideradas uma ferramenta de marketing e comunicação de eventos.

A pesquisa tem como limitação sua aplicação em uma única empresa na França. Além disso, o ponto de vista adotado é o do organizador do evento e não o do participante do evento. Esta pesquisa ajudou a entender melhor o papel que os aplicativos de eventos podem ter na indústria de eventos e, particularmente, na comunicação em torno de um evento. Além disso, foi possível entender a percepção das necessidades do mercado e das características esperadas de uma aplicação de evento.

Palavras-chave: Evento, Comunicação de Evento, Digitalização, Marketing Móvel, Aplicativo de Evento.

DEDICATION

To my parents, to my sister.

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To begin, it seems obvious to me to address my thanks to Antonio Cardoso who was my referent coordinator for the elaboration of this work. I especially thank him for agreeing to coordinate and guide me in the development of this dissertation, for having been conciliatory throughout the assignment as well as for the time and trust granted.

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I would specifically like to thank Emmanuel Aires, CEO of the company InventApp, for accepting the case study conducted on his company as well as for his cooperation and the time dedicated to carrying out the study. I would also like to thank the professionals who took part in achieving this study.

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LIST OF ABBREVIATIONS

B to C *Business to Consumer*

B2C *Business to Consumer*

B to B *Business to Business*

B2B *Business to Business*

MICE *Meetings Incentives Congresses and Events*

ROI *Return on investment*

KPI *Key performance indicators*

INSEE *Institut National de la Statistique et des Etudes Economiques*

IP *Internet Protocol*

ANAE *Association Nationale des Agences d'Evénements*

GPS *Global Positioning System*

AFMM *French Mobile Multimedia Association*

AIDA *Attention Interest Desire Action*

HTML *HyperText Markup Language*

CEO *Chief Executive Officer*

IOS *Iphone Operating System*

PDF *Portable Document Format*

JEPPA *Journées d'Echange Pluri-Professionnel*

AFMCK *Association Française MC Kenzie*

HR *Human Resources*

FIDH *Fédération Internationale des Droits Humains*

NGO *Non-Governmental Organization*

CHAPTER I- INTRODUCTION

1.1 Introductory notes

The introductory part aims to present the main aspects that will be addressed throughout this work. Besides, this introduction includes a theme presentation and contextualization, the justification choice, the investigation problem which will be the guideline of the entire work. Then, the main objectives will be presented as well as the investigation delimitation, the methodology used and the work structure that will be followed.

1.2 Theme and context

Today it is observable that globally, digital has a large part in everyday life and societies. Its use is predominant in most industries. The development of the Internet has changed the organization and working environment of many sectors. The development of digital leads to the current fourth industrial revolution. The fourth industrial revolution refers to a hyperconnected world which induces fields such as artificial intelligence, robotics, the internet of objects or even nanotechnologies, a new benchmark which requires man to know how to reinvent himself (Schwab, 2016).

Indeed, the events industry is no exception to this phenomenon. The use of digital is gradually taking place in this industry. This seems at first glance paradoxical since an event tends to be considered as possessing a physical essence. According to Rapeaud (2019), an event can refer to what happens and takes place in a specific place. The event industry is constantly evolving. Still according to Rapeaud (2016, p.11) "if the event was historically considered as a tool of communication outside the media, it can no longer be so today".

Indeed, the event communication is a major issue for companies. It has a great place within the marketing strategy and internal and external communication. According to Rapeaud (2019), a company, an institution or an organization seeks to promote a brand, a product, or an idea through an event. From the perspective of Rapeaud (2019), events allow a specific message to be sent to a chosen target and they must therefore attract the interest of the participants. Event communication refers to the importance that events have taken on in the communication of institutions, a phenomenon that has grown with digital (Rapeaud, 2019).

Furthermore, with the internet and mobile platforms development, it is possible to remark that business marketing is more and more digital. Besides, digital marketing refers to all marketing techniques used in digital media and channels, it covers marketing applications connected to the “traditional” Internet but also those connected to mobile phones and tablets (Bathelot, 2016). According to Bathelot (2016) key techniques of digital marketing can be distinguished such as email marketing, display advertising, web analytics but also mobile marketing. Mobile marketing, bringing together mobile websites and mobile apps, is playing an increasingly important role. According to Bathelot (2016), mobile marketing brings together all marketing techniques based on the use of mobile devices, especially smartphones. Advertising on mobile websites and applications, the functionalities of locating points of sale, text messages represent mobile marketing techniques, among others.

At the end of 2019, the Covid-19 pandemic appeared, upsetting economies and societies. This health crisis has generated great instability in the world. The pandemic of the new coronavirus has led to organizational changes and new working methods such as teleworking, companies have had to adapt. By preventing physical regroupings, it particularly affected the events sector, which had to find ways to survive. This is when digital has taken on undeniable importance in events. According to Robert (2020) following the Covid-19 crisis the french event sector loses more than fifteen billion euros and more than four thousand five hundred events have been canceled, knowing that the event sector is essential to the economy allowing to gether, communicate and make business.

Here, digital could be perceived as a way for the events sector to reinvent itself (Cousin, 2020). Event applications are more and more used in the industry. They can now be used for physical events as well as for digital events. They therefore seem to bring something more to the organization of events and to event communication.

1.3 Justification of the choice

There is a professional involvement of the researcher, due to the occupation of an event specialist position during an internship within an event app start-up. This allowing a closer observation of the phenomenon of the development of the use of these tools was a motivating lever for carrying out this research. Moreover, the development of this research dissertation is a way to broaden one's knowledge of the sector for future career projects.

On the other hand, this represents an academic choice from the investigator. After elaborating a business plan for creating an event app start-up in a master course, this represents a will to deepen the theme in the framework of this dissertation for obtaining a Master in Business Sciences.

Therefore, can be added the actual context reason. Indeed, since digital is more and more used in all the sectors, the event industry is part of it and the Covid-19 upset down the event organization processes. Thus, this is a very flourishing phenomenon and there is a lack of studies and literature regarding the subject. If there are few researches on the social networks and events, there are hardly any researches regarding the use of event apps. This is the reason why there is a need to explore this new tendency again not really studied. The sharing of this study can contribute to understand better the present and the future of the event industry.

1.4 Investigation problem

In this perspective, this research is linked to the possible benefits and contributions of the event applications use for event communication.

In the literature it is possible to see the conceptual concern regarding the increasing use of digital in the event industry until the advent of completely digital events knowing that an event has fundamentally a physical essence. In addition, the literature demonstrates the requirements of effective event communication.

In this sense, the present work aims to answer the following research problem:

“How can event applications be used as a tool to improve event communication?”

1.5 Objectives

1.4.1 General objectives

The general objective is to develop a study to investigate the role of event applications in the event communication process, understanding the needs of an effective event communication and how event application can contribute to its improvement.

1.4.2 Specific objectives

To achieve the general objective mentioned above, it is necessary to:

- a) Understanding the event sector evolution and the digitalization of this industry;

- b) Define the needs and characteristics of an effective event communication in order to verify the consistency of the use of digital technology in the event communication organization and process;

- c) Map the contributions of event applications use and the key features of this tool to improve the event communication and the customer digital experience of the participant

Such objectives aim to establish the impacts and the role of the event applications tool in the event communication organization process.

1.6 Investigation delimitation

This work aims to identify the purposes of using event applications in the event communication field and how the use of digital can improve the event organization, impact, and spirit. This would be on the basis of bibliographic research as well as empirical research.

This research has the following limitations:

The perception of an event applications French start-up regarding the event applications market, use and development in the event sector.

- a) The given data in the theoretical part is based and focused on the French territory despite the fact that the event applications used in the event industry is a global phenomenon, it is not developing everywhere with the same path.

b) The empirical investigation is limited to one event applications firm which is a French start-up called Invent App.

c) To understand the event applications part in the event communication industry, a professional of the sector have been interviewed, the study is therefore carried out from the point of view of the organizer and not from the point of view of the participant of the event

d) Understand how event applications can improve the customer experience but also the customer digital experience

1.7 Methodology

Regarding the chosen methodology, the investigation follows an exploratory research design. This research methodology is primarily based on a review of the literature which can be found in the theoretical part of the work. Then, the empirical part is composed of case study. The case study is a participant observation of the French startup Invent App which provides event applications that have been conducted. Finally, the empirical part will be constituted of a semi-structured interview with the Invent App CEO.

1.8 Work structure

This work is actually divided into five chapters. This chapter I refers to the introduction part. This part includes the context and research assumptions, the justification of the theme, the justification problem, the general and specific objectives of the study and the investigation delimitation.

The chapter II presents the theoretical reference. Indeed, in chapter II, some research works and literature reviews are presented, which provides the theoretical basis for the results obtained. The literature review addresses the concepts related to events, the event industry, event communication, the digitalization, digital marketing, event applications and the birth of digital events.

The third chapter considers the research methodology, outlining the process followed by the research, the method of data collection, the methods of data analysis and the conclusion of the methodology used.

The fourth chapter will address the presentation and discussion of the results obtained after the case study research, the participant observation and the interviews conducted with professionals.

Finally, in the fifth chapter, the conclusion of the work is discussed, consisting of the achievement of the proposed objectives, hypotheses, recommendations, limits and suggestions for future research.

1.9 Concluding notes

This introductory part allows to understand the subject but above all to identify the motivation towards the subject and to expose and formulate the problem. The introduction role is also to fix the boundaries of the work. The subject and its stakes are now better perceptible, it is therefore possible to begin to approach the theoretical part of this study thanks to the literary review. The theoretical part in the second chapter will make possible to understand more in depth the various aspects and concepts.

CHAPTER II- THEORICAL REFERENCE

2.1 Introductory notes

The main objective of the literature review is to address the concepts of event, event communication, digitalization, event application, mobile marketing, and digital events. The chapter begins with the theoretical framework of event types and the event industry characteristics and processes, with specific data about the French event industry. After knowing better, the industry of event, the event communication concept is detailed, analyzing how to have an effective event communication. The chapter continues with the concept related to digitalization, the global digitalization of the societies but also the digitalization of the event sector, also explaining the mobile marketing concept and role when willing to understand the event app concept. Here, the event applications part in the course of an event will be explained, understanding the characteristics and some advantages of using event applications for improving event communication.

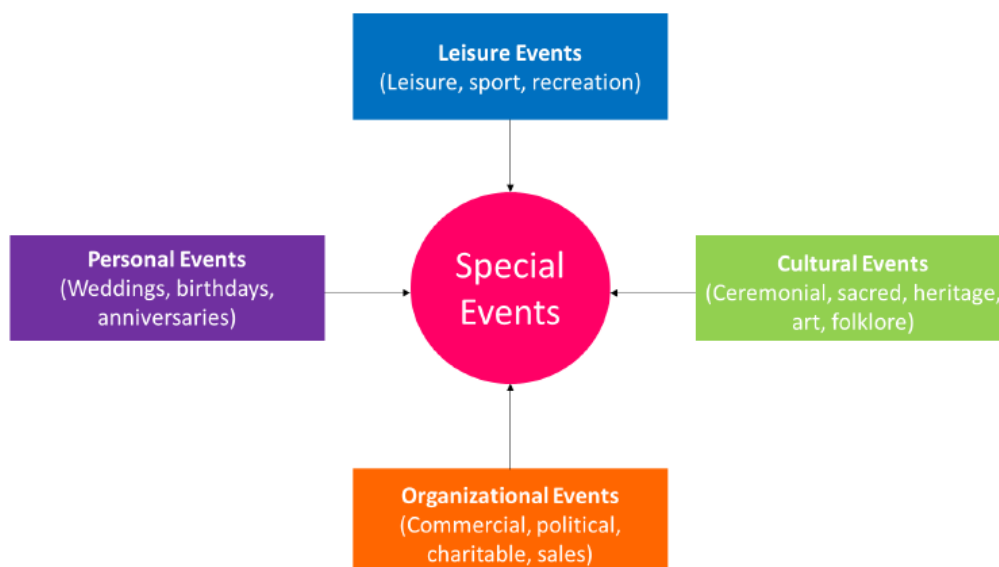
2.2 Events and event sector

2.2.1 Events and events typology

First of all, “Events were originally a celebration of ceremony and ritual – and were a reflection of a culture and a community” (Yeoman, Robertson, Ali-Knight, Drummond and McMahan-Beattie, 2004, p.54). Besides, there is a great interest in generating “unique leisure” (Getz, 1997, p.326-327). Thus, in order to communicate efficiently an event must be entertaining and show uniqueness. According to Pascal (2017, p. 23) “An event is a "live advertisement" for a defined audience at a given time”. Indeed, as explained in the introduction, the event interest is above all to communicate a message and make promotion, it must therefore be relevant, adapted and effective. However,

according to Rapeaud (2016), the specificity of an event lies in the fact that it is ephemeral: it must therefore be dynamic, striking, and original in order to reach its targets.

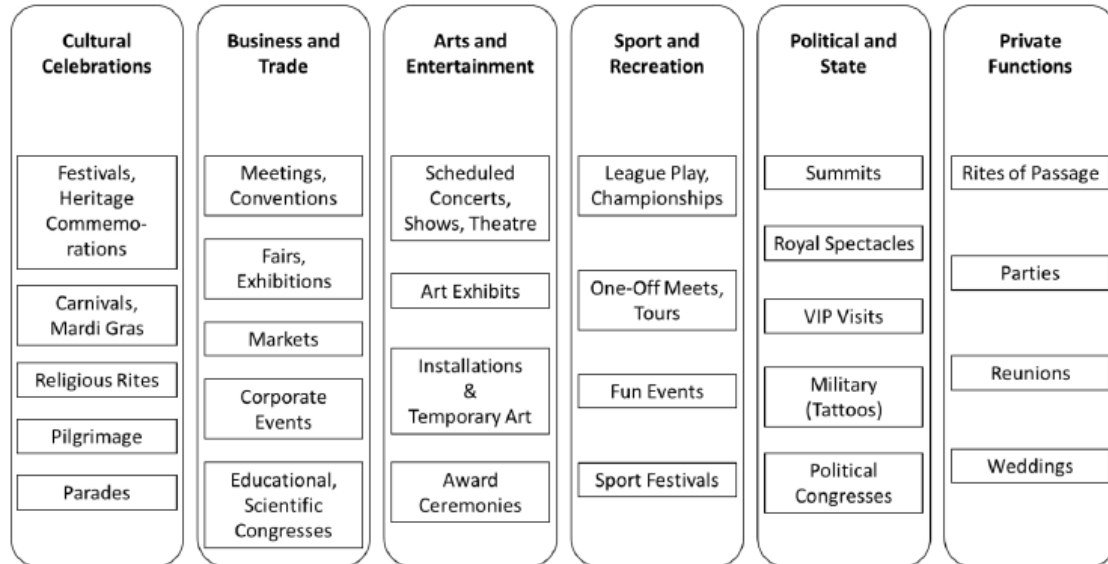
Figure 2.1. A suggested categorization of special events



Source : Based on the categorization of Shone and Parry (2013, p.7)

On one hand, as exposed by Shone and Parry (2013, p.7) figure 2.1 “splits events into four broad categories based on the concept of events having leisure, cultural, personal or organizational objectives”.

Figure 2.2. Typology of planned events



Source : Adapted from Getz (2012, p. 41)

On the other hand, as stated by Getz (2012, p. 41) it is possible to define different typologies of planned events such as: cultural celebrations, business and trade, arts and entertainment, sport and recreation, political and state and private functions. This, according to their purpose, audience, and characteristics.

2.2.2 Event market and French event industry

According to Pascal (2017, p. 11) “Men have always come together to celebrate or party” and thus, the event has always existed. It is the industrial revolution and the arrival of the consumption society who laid the foundations for today's event communication since the 19th century (Pascal, 2017). “Communication is the mirror of society and its time in its aspirations, tastes, trends” once again according to Pascal (2017, p. 11). Today marketing has taken the major place and the budget is calculated to the nearest millimeter,

everything is controlled and targeted. Pascal (2017, p.11) emphasizes that “The events of the 1980s, which were above all festive, without any real framework or strategy, have given way to a very structured event”.

Rapeaud (2016) distinguishes four types of audiences for events: consumers, it is about B to C or B2C communication, the employees, and collaborators of the company within the framework of internal communication, the professional partners when it is about B to B and finally the shareholders this is a so-called institutional communication. On the other hand, Rapeaud (2016) recognizes different types of communication such as the corporate one which includes the institutional business communication and the internal and financial one, the “brand” communication promoting products and services and the brand values. According to Rapeaud (2016) there is also the “product” communication that put forward the product and service performances and then the internal communication, which is targeting an internal audience, mainly the business employees. Event agencies are the main players when it comes to event organization.

According to Pascal (2017) event communication market is part of the MICE industry (Meetings, Incentives, Congresses and Event), organized between project sponsors (businesses, associations...) and organizers (event agencies, business tourism agencies, professionals of the hotel industry...). Pascal (2017) states that the MICE industry represents nearly 8 billion euros in France and event communication revolve around 2.5 billion euros. Finance, cosmetic and pharmaceutical, computing and the trade industries are the main sectors who organize the most events (Pascal, 2017). Robert (2019) and Pascal (2017) underlines that in France most events take place in Ile de France region. According to Robert (2019) 380,000 is the number of corporate events organized in France in 2018, representing 32 billion euros in economic benefits with 52% benefit for event production professionals and 48% for tourism stakeholders.

According to Pascal (2017, p. 18) the events market “has evolved according to the various crises since 2008”. With lower budget, agencies need to adapt enriching their offers, taking advantage of digital, opening up internationally. Pascal (2017) describes the event

market as a competitive market where reactivity is necessary. After a period of recovery trend in 2014 with difficulties and stabilization, the new Coronavirus arrival upset the sector by preventing people from meeting this has generated considerable losses for the sector but also renewal, the digital trend has increased.

2.3 Event communication

2.3.1 Event communication concepts

First, it is important to give a communication definition. According to the online Larousse dictionary, communication could be define as the “fact, for a personality, an organization, a company, to give itself such or such image toward the public”. Thus, the purpose of communication is to change the image perceived by the public of a brand or a company so that it matches the image that the company or brand wishes to convey. Actions and strategies of communication are generally integrated to the marketing service in businesses, and they embed several axis such as the direct marketing, the press relation, the advertisement the product promotion and the event. Pascal (2017) explains that an event is strategic and must therefore represents the personality, identity, and values of the company. For example, a luxury event will be more exigent. According to Pascal (2017, p. 27) it is possible to compare an event to a “marketed event product”.

First, in order to communicate effectively, an event must tell a story, this is called storytelling. Pascal (2017, p. 23) defines storytelling as “the art of telling stories to raise awareness of a brand, to sell a product”. Besides, Pascal (2017, p. 23) is qualifying the job event creator as having the role “to tell a story to an audience and to immerse that audience in a universe”. Thus, the storytelling is the idea of the event, its vibe, its creative axis, and its identity. However, the essence of modern events is more about storyliving (Robert, 2019). The “storyliving” term have been invented by Bertrand Biard, president of the French associations ANAE and LEVENEMENT, and this can be transcribed and scenarized through to the various associated media such as the place, colors, animations,

sets, multimedia production... (Pascal, 2017). Each element of the event organization process has its importance.

According to Pascal (2017, p. 25) three strategic factors define perfect communication such as “telling a story creatively”, “be 100% customer” and the “wow effect” which is the spectacular effect of the event, it makes it possible to mark the spirits by aspiring emotions. Indeed, to have an impact, an event must first and foremost be significant and draw the participant attention. This is the reason why Robert (2019) states that in the event industry, the experience proposed to the participant has a great importance. It meets the need for an event to be unique. Also, Rapeaud (2019) defines emotion as a particularly key element in the event success.

Calder, Isaac and Malthouse (2016) demonstrate that customer engagement can increase advertising effectiveness and then, this represents a major marketing objective. Shone and Parry (2013, p. 263) evoke that guests are contributing to the event atmosphere “by their presence or by their participation and involvement, as well as their enjoyment.” According to Armstrong et al (2015, p. 21): “customer satisfaction depends on the product’s perceived performance relative to a buyer’s expectations.”. Getz (2012, p. 197) stated that “people go to an event having some expectations of the experience to be obtained.” In the same way, Armstrong et al (2015) suggests that a customer satisfied will be a loyal customer on the long term. According to Shone and Parry (2013, p. 264) “Visitors respond to stimulus of their senses of smell, sight, touch, hearing, and taste”. This refers to experiential marketing. Indeed, experiential marketing aims to create a context, an atmosphere to the individual. The objective is to enter in its memory using sensory stimuli.

2.3.2 The extension of a dialogue

An event is being prepared upstream. In reality, its communication takes place in three stages: before during and after the event. Besides, according to the website Moon Event,

before the event takes place, it must be promoted to push the audience to join the event on D-Day. During the event, information must be provided and communicated in real time to the public present and not present and push for sharing and engagement. Finally, after the event, you have to rekindle the memory of the event, get feedback, and even prepare for a possible further event. The digital is a great way to extent the dialogue with the event audience by making it last through the several platforms (Rapeaud, 2019).

From a marketing point of view, the engagement of the participants of an event often seeks to be measured in order to know the repercussions and the interest to be generated by the event. According to Sandy (2021) the participant engagement must be manifested by his desire to get involved and develop lasting relationships with the event and the brand.

Rapeaud (2016) underlines that the ROI (Return on investment) and KPI (Key performance indicators), which are commonly used in businesses, could be used in order to measure the results. To improve the event process, measuring will provide proof of the event effectiveness.

2.4 The digitization of the societies

2.4.1 The arrival of the internet

The digital revolution has deeply upset the societies in which digital technology is now omnipresent in the daily life. Beyond a simple technological revolution, digital technology and more precisely the internet has made it possible to link people together, to facilitate exchanges and interactions across the world.

By this way, according to the INSEE, internet can be defined as follow: “A set of interconnected global networks that enables computers and servers to communicate effectively using a common communications protocol (IP)”.

Internet has evolved over the years. Effectively, four generations of internet appeared such as the web 1.0 in the 1990’s, the web 2.0 in the 2000’s, the web 3.0 in the 2010’s and finally the web 4.0 since 2020. The website Linternaute gives definition of the web 1.0 describing it as the first stage of internet “which linked static pages to each other using hypertext links” and then, describing the web 2.0 as “based in particular on information sharing, user involvement in content creation and social networks”. Thus, web 1.0 was more about unilateral transfer of static information and web 2.0 was more dynamic and interactive with social media. Van Roey (2018) underlines that web 3.0 is a semantic web with big data and integrated apps and web 4.0 is a symbolic web using artificial intelligence.

Everything is interconnected since the fourth generation of the Internet is ultra-intelligent and is driven by robotics, artificial intelligence, machine learning and the Internet things (Van Roey, 2018). Van Roey (2018) is perceiving the web 4.0 as ubiquitous computing. Schwab (2017) demonstrates that internet 4.0 reflects the current 4th industrial revolution and clearly explains that the fourth industrial revolution involves issues, challenges, and opportunities.

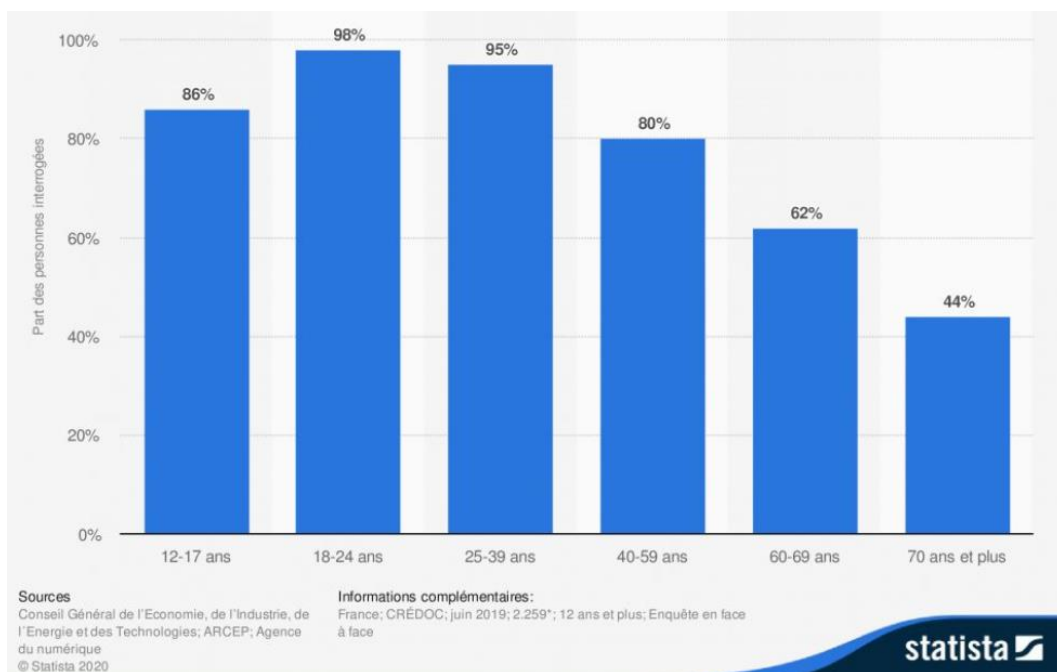
2.4.2 New medias

As explained earlier, with the apparition of the web 2.0, social networks have been developed. Among them, there are Facebook, Twitter, Instagram, Snapchat, WhatsApp, Pinterest and more recently Tik Tok. According to the Oxford dictionary, a social network could be defined as follow: “a website or computer program that allows people to communicate and share information on the Internet using a computer or mobile phone”.

Indeed, social medias are very used in the marketing field. They have a huge impact on companies' e-reputation.

Moreover, the development of the internet has been accompanied by that of new navigation media such as smartphones and tablets. Indeed, Bresson (2020) qualifies smartphones as an essential tool and explains that in recent years, smartphones can compete with computers since they have acquired very technical characteristics. This is especially the case with applications and inter-application links.

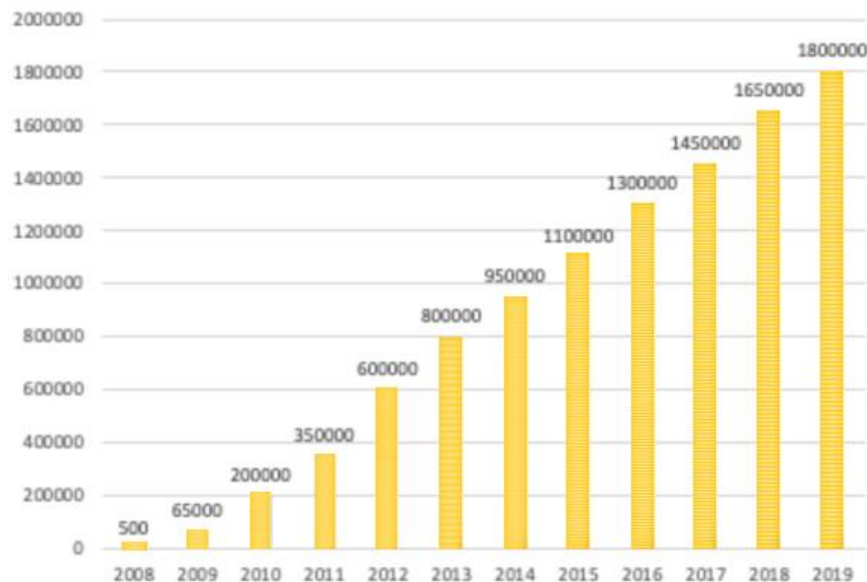
Figure 2.3. Smartphone penetration in France in 2019, by age group



Source : Statista (2020)

According to the data collected through the study of Statista, smartphones penetration in France in 2019 has exploded since 98% of the 19-24 years are using smartphones. However, the use and development of smartphones has been followed with the increasing number of applications.

Figure 2.4. Number of apps on the Apple Store from 2008 to 2019



Source : Adapted from Bresson (2020)

As an illustration of this phenomenon, in the diagram above, the exponential growth of mobile applications available on the Apple App store is observable between 2008 and 2019 (Bresson, 2020).

2.5 Digital and mobile marketing

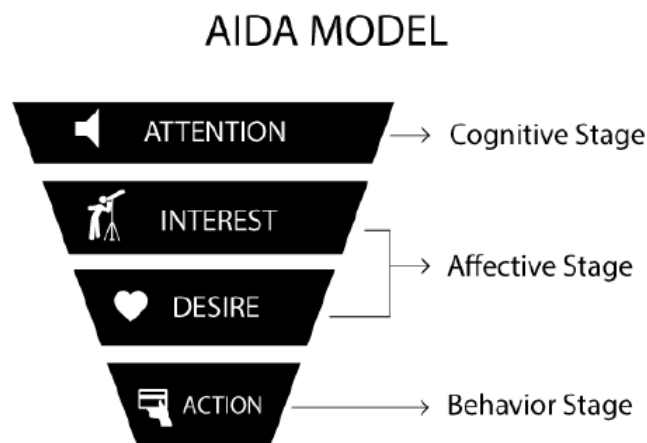
2.5.1 Marketing and digital

As understood, communication is directly linked with marketing. Moreover, event communication is a marketing strategy as it is a great way for businesses to make promotion. Besides, marketing is a social and managerial process (Armstrong, Kotler, Harker, and Brennan, 2015). Additionally, Armstrong et al (2015, p11) states that

marketing is the “process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return.”.

On the other hand, Cole (1997, p.131) assumes that an organization marketing streams are a “channel of communication, between the organization and its customers.” There are different stages of customer attraction, and this is call the AIDA model (see figure 2.5). First, the aim of an organization marketing material is to catch the customer’s attention. After, to inspire interest and then the desire for the product or the service provided. Finally, this should lead to an action which is the customer purchase.

Figure 2.5. The AIDA Model



Source : Mishra (2016)

As supposed by Brassington and Pettitt (2006) the marketing strategy should mean that the organization is comparing and looking at their competitors marketing strategy in order to be better than the competition and stay one step ahead, the aim being to have a better product.

Figure 2.6. The 7P's of Service Marketing



Source : Marketing Mix (2016)

The marketing mix concept is a basis of marketing strategies. They are key elements that businesses should combine to obtain an effective marketing strategy. Thus, the traditional marketing mix basically refers to the 4P's which involves the price, the product, the place, and the promotion. Brassington and Pettitt (2006) stated that service industries cannot just use the traditional marketing mix and therefore they added other elements. They use the following extended marketing mix, the 7P's, which are: Price, Product, Place, Promotion, People, Physical Environment and Processes (see figure 2.6). According to Brassington and Pettitt (2006, p.1063) "these extra marketing mix elements can enhance or detract from the customer's overall experience when consuming the service.". So, these elements should be taken in account during the marketing process.

Today, marketing has become digital. Brassington and Pettitt (2006, p.1184) affirmed that "technology is having a big impact on marketing". Furthermore, Mentor digital

(2016) argues that “the new age of communication makes it easier than ever to reach out to consumers”. Nowadays, when marketing is mentioned, it refers to digital marketing because there is no more marketing without any use of digital. According to Kabla and Gouvernnec (2013) the web is at the heart of the marketing strategy, and it could be perceived as the best monitoring, visibility, and prospecting tool. Kabla and Gouvernnec (2013) underline the business and economic importance of digital for companies.

According to the website Definitions Marketing, “digital marketing, also commonly known as digital marketing, refers to all the marketing techniques used on digital media and channels.” It covers marketing applications linked to the traditional internet and linked to mobile phones, tablets, GPS, other applications and connected objects. The site precisely explains that “the term is probably set to disappear as marketing tends to become "in essence digital" ”. Mobile marketing is part of digital marketing since it is one of the areas of digital marketing. Mobile marketing is on the rise.

2.5.2 Mobile marketing concepts

In effect, mobile marketing is a digital marketing method. According to Bresson (2020) it represents the act of communicating with a consumer using a cell phone. The French Mobile Multimedia Association (AFMM) defines this concept by the fact of "reaching the consumer and making them react in a targeted manner, at the opportune moment, when they find themselves via a mobile terminal" (Bresson, 2020). The smartphone represents the only personal media at people’s hand 24 hours a day. This is a way to communicate instantly with consumers and to offer extremely targeted offers adapted to the needs of consumers and the public (Bresson, 2020).

Marketing helps to create emotions (Guerrieri, Dosquet and Dosquet, 2016). According to Guerrieri, Dosquet and Dosquet (2016) experiential marketing was conceptualized by Holbrook and Hirschman as a tool to differentiate offerings. It was necessary, therefore, to offer his target to live an experience that no one else had given him. This represents a competitive advantage that must develop a positive behavior towards the offer. In effect,

being tired of an environment that tended to only offer the real world, consumers will look for something else, something else which is part of the magical and the irrational. In positive psychology, this is called the flow state. Indeed, pushed to its limit, experiential marketing takes the individual into a flow state. This refers to the mental state in which a person participating an activity is fully immersed in a feeling of full involvement, enjoyment, and energized focus. Guerrieri, Dosquet and Dosquet (2016) mentioned that this state was defined by Csikszentmihalyi (1997) as an exceptional moment during which there is an absolute harmony between what is felt, wanted, and thought. Thus, inserting digital in events allows opening the door in this world, through different and original experience.

Guerrieri, Dosquet and Dosquet (2016) talking about mobile marketing, explained the ubiquity concept. This constitutes an experience possible thanks to the digital use. Mobility is, therefore, well conceptualized as being multidimensional with the association of real and virtual behaviors. Besides, the sociologist Jauréguiberry (2003) demonstrates that the use of cell phones made possible to monetize time with a simultaneous overlapping of media time with physical time. It is a way to double the time owned. The mobile phone allows consumer and advertiser to enter into a real and virtual relationship.

2.6 The digitization of the event industry

2.6.1 Event digitization

Rapeaud (2016, p. 87) stated that “digital fulfills the same objectives as events”. According to Rapeaud (2016, p. 87) both of them allow to “reunite people, federate groups, develop information sharing, exchange”. Thanks to digital participants can be even more involved (Rapeaud, 2016). At opposite of been passive during the event process, they are feeling actors of the event. Indeed, digital favors interactivity and involvement.

As explained above, digital is everywhere and took slowly more and more space in the event industry. This occurred with the internet arrival and notably with the internet of social media, the web 2.0. Besides, the internet of social media drastically impacted communication. These social networks are unavoidable tools and implicate a real added value since it offers more visibility. According to Pascal (2017) social media has become as important as a caterer, a place, or a setting when it comes to talking about an event planification. The combination of Web 2.0 and events has given rise to virtual events that take place only on the internet (Rapeaud, 2016).

2.6.2 Contributions of digital to events

Digital can be perceived as an added value in the different steps of an event process. Before the event, it could inform and valorize, during the event it can give a resonance and is a way to make the event last after its end. Digital allows to extent the dialogue with the participants having a durable link with them. For example, it is still possible to share information after the event. Rapeaud (2016) stated that before the events were one-off and fleeting, but thanks to digital technology and web 2.0, the event can be extended over time by creating a community. Pascal (2017) also ensures that digital has not made the essence of the event disappear but enriched it before, during and after by allowing it to last over time. During an event, digital use allow to create a buzz and give it notoriety (Rapeaud, 2016). According to Rapeaud (2016) and Pascal (2017), after the event, it is possible to measure the impact it has thanks to social networks (Rapeaud, 2016), Indeed, feedbacks, posts and reactions then allow to readjust the event strategy.

Moreover, Rapeaud (2016) mentioned that the low cost, the permanent criteria, the proximity, the possibility to have widely relayed information, the creation of a real community, the possibility to participate virtually and the management of all or part of the logistics are constituting the main advantages of using the Web 2.0. The difficulty in controlling information is the major disadvantage of Web 2.0 (Rapeaud, 2016).

Otherwise, events have always been a pioneer in the use of new technologies (Pascal, 2017). Pascal (2017) mentioned different technologies used in event sector such as films in relief at the end of 90's, the Kinect which is the Microsoft technology of 2008, holographic projections, now, virtual reality and augmented reality and video mapping. Interactivity, gamification processes, combination of live and social media, personalized experience and immersive technologies will constitute the future of the event industry according to Pascal (2017).

2.7 Event Apps and digital events

2.7.1 Event Apps and digital events development

Bresson (2020) stated that the recent digital transition allows to meet the different needs of event companies thanks to connected objects and content. Event planners are including mobile apps in their strategy from an increasing way (Bresson, 2020). Indeed, this trend is observable whether for business, private or general public events (Bresson, 2020). The event app bible 2015 has already ended this as a new trend: it had an insertion of mobile apps in the event market, but equally, a growth of native apps and from web apps, mobile apps that are hybrid. In 2015, France still had a delay regarding the use of event apps, but nowadays it is using these tools much more. Two years ago, the pandemic Covid-19 increased the use of digital event tools.

Today, there are many small and large companies that offer event application creation services such as Haloha, Angage, Swapcard, Wechain and Inventapp in France. Event apps bring a technological dimension to event communication. There are different types of event applications. Indeed, there are native event apps, which must be downloaded on cell phones. But also, it can be about event apps that can be developed in the Web App. The native app works on different platforms like IOS, Android, Blackberry and Windows. The web application can be developed in HTML and works with an internet browser on the mobile phone, but also on computers and tablets. Web applications allow the organization of fully digital events. With the Covid-19 crisis crossing the world since the

end of 2019, this was an opportunity, but also a needed tool for the reinvention of the sector.

Hybrid and virtual events are digital events (Martin and Lisboa, 2020). Both of them use digital technologies to complement the participants' experience, whether they are present or remotely. According to Martin and Lisboa (2020) the hybrid event is a face-to-face event with digital components helping for its transmission to people in other places, such as streaming is doing. The virtual event is completely web-based, and participants interact in isolation (Martin and Lisboa, 2020). So, in total, three formats of events are possible. There is the face-to-face event which take place in the event site with 100% of the people present. Then, there is the hybrid event previously mentioned which takes place in presential with a part of virtual participants. Finally, there is the event completely virtual where people are meeting through virtual platforms.

2.7.2 Event Apps advantages and drawbacks

As mentioned above, event apps appeared as a good media to combat the effects of a pandemic: event applications allowed events to keep happening and the industry survival. Thus, during health crisis, events apps appear as a great solution. However, web and mobile event applications began to develop well before this pandemic, so it is important to understand the strengths they can bring to events.

According to Bresson (2020) attendees can feel part of the event and can freely interact with those involved. For example, digital use motivates people to participate in debates. This constitutes a source of inspiration and motivation (Bresson, 2020). According to Bresson (2020) the image conveyed by the use of modern tools is very important. Rapeaud (2016) states that apps offer the possibility for participants to interact, facilitating the relationship between them.

Using a mobile app saves time for the end user (Bresson, 2020). According to Bresson (2020), this helps participants to focus on what they are really looking for talking about a fair or exhibition app, visitors will be able to research in advance the exhibitors of interest. Having a mobile platform allows users to access information more easily than usual (Bresson, 2020).

According to Martin and Lisboa (2020), fully digital events are less expensive, representing a better cost-benefit ratio. Besides, event planification involves a lot of costs such as travel, food, accommodation, decoration, human resources and audiovisual for instance.

Rapeaud (2019) demonstrates that events represent a very polluting activity whether because of the transport used or the printed flyers. Rapeaud (2019) underlines the importance of the environmental challenge. Carbon emissions are decreasing with digital events that do not require displacement, then, digital events are more sustainable (Martin and Lisboa, 2020).

According to Rapeaud (2016) with the digital use, there is a real difficulty to control the information shared. This represents one of the main disadvantage when talking about using digital (Rapeaud, 2016).

According to the research on hybrid events leading in 2019 by Martin and Christensen factors in choosing a hybrid event solution are the following, in order of importance: a stable transmission (82%), good cost-benefit ratio (70%), tools compatible with the company's technology and compliance structure (65%), interactivity (62%), ease of handling (48%), reports and analytics (40%), and finally the responsiveness in all browsers (28%) (Martin and Lisboa, 2020). Following the same survey results, when choosing the supplier for a hybrid event, customers are looking for companies with the following characteristics, in order of preference: success history in hybrid events (68%), technical knowledge (62%), experience of responsible team (60%), price (53%), technical

support (52%), commercial conditions (35%), commercial service (5%) (Martin and Lisboa, 2020).

2.8 Concluding notes

Internet and digital technologies has changed the everyday lives. The importance of the digital in marketing and communication, as in event communication, is evolving by leaps and bounds. Indeed, event apps use is increasing. In the next chapter, the research methodology will be presented, in which the process followed, the research design, indicating of whether it will be exploratory, descriptive, or explanatory, the method for data collection and analysis, and chapter conclusion.

CHAPTER III- RESEARCH METHODOLOGY

3.1 Introductory notes

This chapter addresses the methodology adopted to carry out this work, considering the design of the investigation, its methods and the data collection and analysis processes. Then, it demonstrates the method used and the practical approach adopted to achieve the dissertation objectives. Besides, the present investigation is classified in terms of general objectives as an exploratory research using qualitative approach. Furthermore, techniques of data collection used are the participant observation and a semi structured interview. These procedures will be developed through the framework of a case study. Indeed, as explained previously, the methodology opted is a case study. This project uses both primary and secondary research methods. The primary data refers to the firsthand data which is gathered directly by the researcher for the determined inquiry purposes. The secondary data is the data gathered by someone else earlier, which is already available, it includes books, newspapers, websites for instance.

3.2 Investigation process

Alves-Mazzotti and Gewandsznajder (1999, p. 4) declared that “A method can be defined as a series of rules to try to solve a problem.”. According to Hair et al (2006) the research process is defined by offering a map with guidelines arranged in three distinct phases which are the formulation, the execution and then the analysis. First, the formulation part will involve: the definition of the research substance and process, namely the theory, research questions, hypotheses, and study plans. After this step, the execution phase takes place. During the execution, the researcher collects relevant information from appropriate sources. Here, errors can start to be detected (Hair et al, 2006). Finally, there is the analytical part. During this phase, data are analyzed and interpreted, hypotheses are tested, to verify their support or not. Hair et al (2006) show that therefore, results are

interpreted, and limitations identified. The research process describes in a general way which paths the investigation should pursue. It gives the guidelines and the steps to follow to conduct an organized research.

3.3 Research hypothesis

As mentioned above, the first phase of the research process involves the preparation of research questions and hypothesis. These ones are part of the research plan. The research hypothesis have an important role for the investigation. Effectively, hypotheses are developed prior to the collection of research data (Hair et al, 2006). Hair et al (2006) state that research hypothesis enable researchers to explain and test proposed facts or phenomena. Hypotheses represent facts that the researcher will test in order to respond to the question asked. Hypotheses can be verified or, at the contrary, rejected. According to Alves-Mazzotti and Gewandsznajder (1999, p. 4):

“One of the basic characteristics of the scientific method is the attempt to solve problems through assumptions, that is, hypotheses, which can be tested through observations or experiments. A hypothesis contains predictions about what will happen under certain conditions. If the scientist performs an experiment, and obtains the results predicted by the hypothesis, it will be accepted, at least provisionally.”

Thereby, the following table 3.1 presents the research hypotheses willing to elucidate the part of event applications into the event communication process.

Table 3.1. Research hypotheses

Hypotheses	
H1	The use of event application eases the event organization.
H2	Event apps facilitate the dialogue between and with the participants during the different steps of the event process.
H3	Event app tool gives more interactivity to the event.
H4	Event apps allow to develop participant engagement during the event.
H5	Event apps allow to improve the customer experience but also the customer digital experience.

Source : Elaborated by the author

3.4 Research design

In order to determine the research design, there are three types of designs possible to use. Effectively, according to Alves-Mazzotti and Gewandsznajder (1999) research could have an exploratory nature, a descriptive nature, or an explanatory nature.

Regarding the exploratory type of research, they usually serve of basis for further investigation by formulating problems, developing concepts and hypotheses. The aim is to explore a problem and understand more generally a topic in order to provide information to encourage the construction of a descriptive or an explanatory theory. According to Alves-Mazzotti and Gewandsznajder (1999), exploratory investigations encourage the deepening of ideas about the object of study. Then, there is the descriptive research design enabling to describe something: group characteristics, estimate proportions of behaviors, make previsions. This type of research generally respond to questions: who, how, what, when and where. In descriptive research, populations and

phenomena are described and relationships between these phenomena are established (Alves-Mazzotti and Gewandsznajder, 1999). Finally, the explanatory research design is a type of research where a variable determines the value of another one. Ideas and variables are connected to identify causes and effects. In this type of research, researchers are wishing to explain a particular phenomenon and how it works. The following table 3.2 illustrates the characteristics of the three research designs mentioned.

Table 3.2 Research methods

	Exploratory research	Descriptive research	Explanatory research
Objectives	Discovery of ideas	Discover functions and features	Establish causes and effects relations
Data	Qualitative	Quantitative / Qualitative	Quantitative
Data collection process	Literature and case studies	Mainly quantitative	Experimental methods

Source : Elaborated by the author

Thus, the exploratory design is the more adapted for this investigation knowing that the subject is new and recent. The impacts of the event applications use has not been studied, the aim of this project is to discover and determine ideas that can be used to further inquiry. In addition, the figure above shows that case study are more appropriated for this kind of research design.

3.5 Methodology : Case study elaboration

Yin (2009) defines a case study as an empirical inquiry. According to Yin (2009), it allows to investigate in depth a contemporary phenomenon and in its real-life context. Case study relies on different sources of evidence. According to Yin (2009) case study will use the same sources of evidence as history: direct observation of the studied event and interviews of the persons involved. In the words of Yin (2009) case study is preferred

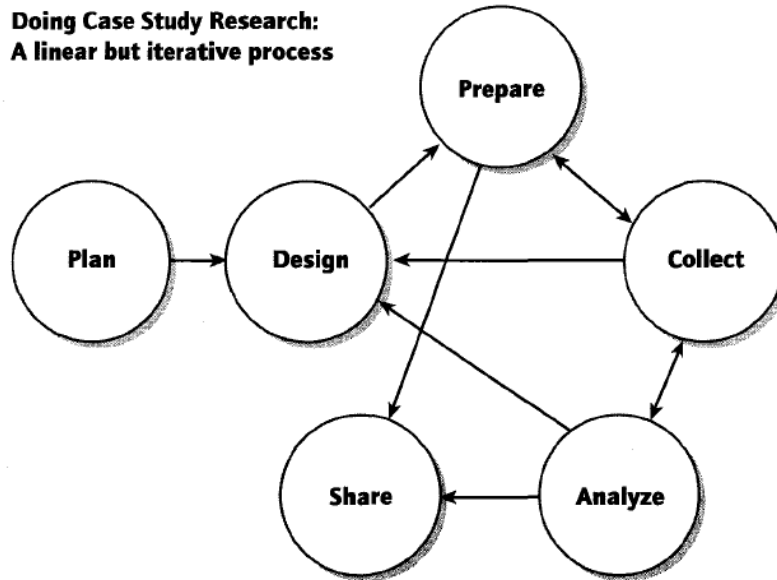
when the research questions formulated are “how” or “why”. Case studies could be as well as exploratory, descriptive, or explanatory (Yin, 2009).

Yin (2009) suggests that case study research is one of the most challenging types of research. Indeed, it requires to be very to be rigorous when following procedures. Yin (2009) underlines that researchers disdain the case study method, and this is considered a less desirable form than inquiry, experiments, surveys. This is because it is thought that usually the investigator did not follow systematic procedures or allowed equivocal evidence or biased views to influence the direction of the findings and conclusions. The procedures would be better followed in the other methods because there are existing more methodological texts (Yin, 2009).

According to Yin (2009) designing a case study need to plan a research design and also to have a sufficient access to the potential data. To have a quality design it is necessary to construct validity identifying correct measures of the concept, then, seeking for internal validity with causal relationship when it is about explanatory studies, also, seeking for external validity defining the domain where findings can be generalized and finally, construct validity demonstrating that the study could be repeated having the same results (Yin, 2009).

A good investigator has to develop the theoretical framework for construing the appropriate design and making the data collection. According to Yin (2009, p. 2) the investigator goal is “to design good case studies and to collect, present, and analyze data fairly.”. Through the figure 3.1 are determined the different steps to follow in order to do a case study research which are: planning, designing, and preparing the case study, then, collecting the data, analyzing the data, and finishing with sharing the results.

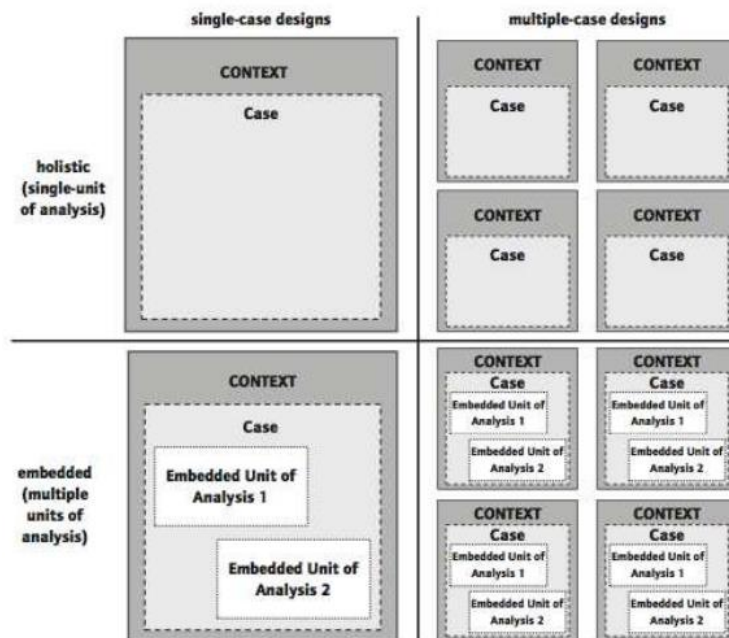
Figure 3.1. Case study research steps



Source : Adapted from Yin (2009, p.1)

Plus, Yin (2009) designates different case study reporting formats. Yin (2009) distinguishes the single case study from the multiple case study reporting format. The multiple case study corresponds to a case study where more than one case study is looked at for a project. There is also a distinction between holistic and embedded case studies. In this case, a single case study may involve more than one unit of analysis. According to Yin (2009, p. 50) an embedded case study design “occurs when, within a single case, attention is also given to a subunit or subunits”. The embedded case study is likely to be adapted to descriptive research design. The figure 3.2 illustrates the different kinds of case study types which are possible to obtain.

Figure 3.2. Basic types of designs for case studies



Source : Adapted from Yin (2009, p. 46)

The present project uses a single case study research format as it is only looking at as a case study and no other businesses. Furthermore, it is not an embedded case study as there are no subunits of analysis, the unique unit of analysis studied are event applications phenomenon.

Yin (2009, p. 69) indicates the investigator desired skills such as “ask good questions”, “be a good listener”, “be adaptive and flexible”, “have a firm grasp of the issues being studied”, and “be unbiased by preconceived notions”. Also, the ethical part is important when preparing a case study research. As there are many case studies in social sciences, it is important to protect human subjects (Yin, 2009). According to Yin (2009, p. 73) this passes through “gaining informed consent from all persons who may be part of the case study” and “protecting the privacy and confidentiality of those who participate”.

Therefore, the most imperative step before starting the case study research is to seek out the institution approval and respect its ethics code.

3.6 Research method

According to Alves-Mazzotti and Gewandsznajder (1999) the nature of a study can have different characteristics: qualitative, quantitative or quantiquitative.

Over qualitative research, this is a method looking for the experiences lived by the individuals themselves. Here, the researcher aims to gather information and capture entirely the situation (Alves-Mazzotti and Gewandsznajder, 1999). In qualitative research, there is no pre-determined categories of analysis as unstructured or semi-structured approaches are used, this allows for greater openness and detail in the research and permits the investigator to study the chosen aspects in depth (Alves-Mazzotti and Gewandsznajder, 1999). Qualitative uses words and meanings. Observation, focus group and interviews are usually used to collect qualitative data. This helps to underline motivations, opinions, reasons and help to develop ideas for potential quantitative research. However, qualitative methods increase the understanding of the cases, situations and contexts studied but reduce the possibility of generalization because the results are not quantifiable.

Regarding the quantitative research method, this corresponds to a method where the researcher tends to establish a cause-and-effect relationship using statistics (Alves-Mazzotti and Gewandsznajder, 1999). Whereas qualitative method generates textual data, quantitative generates numerical data. It allows to measure responses and reactions with variables. Thus, quantitative data gives numbers and statistics to validate or unvalidated the general points and hypotheses of the study. This method facilitates the comparison and statistical aggregation of data but leaves less openness to new hypotheses.

Finally, the quantiquitative method is a mixed of the two previous methods. In this method, quantitative and qualitative methodology are adopted and combined in order to achieve the research objectives (Alves-Mazzotti and Gewandsznajder, 1999).

The methodology opted for this study is a qualitative research. Besides, the goal is to understand the role of event application in the event communication process and this passes through the understanding of the event organizer experience and motivations. The method enables to have a global approach and understanding of the phenomenon. Plus, this is an exploratory research and, above, it was determined that qualitative method is more appropriate for an exploratory method.

3.7 Data collection

3.7.1 Data collection method: the observation

As mentioned earlier, this study empirical part is based on qualitative data gathering. Denscombe (2007, p. 286) presents qualitative data as data taking “the form of words and visual images.” Moreover, according to Saunders et al (2012, p. 546) qualitative data is more “ambiguous, elastic and complex than quantitative data” because of “people’s interpretation of the events”. Below, table 3.3 depicts the diverse qualitative data sources existing.

Table 3.3 Sources of qualitative data

Words and Visual Images	Research Methods
<ul style="list-style-type: none"> • Interview talk • Narratives (for life histories) 	Interviews
<ul style="list-style-type: none"> • Diaries, minutes of meetings • Scripts (e.g. for political speeches or media programmes) 	Documents
<ul style="list-style-type: none"> • Interactions between people (including naturally occurring actions, responses, language) • Events (e.g. ceremonies, rituals, performances) • Pictures (e.g. photographs, artwork, video recording) 	Observation
<ul style="list-style-type: none"> • Answers to open-ended questions 	Questionnaires

Source : Adapted from Denscombe (2007, p. 287)

As a matter of fact, the table 3.3 demonstrates that the observation is a qualitative source of data. To conduct this empirical part, the method used are the observation and the interview.

According to Claude (2019) the observation method research make possible to collect verbal and non-verbal data. Then, the observation technique can help to explain a phenomenon through the description of behaviors, situations, and facts (Claude, 2019). There are various ways of carrying out an observational study.

First, Claude (2019) distinguishes the participant observation from the non-participant observation. Regarding the participant observation, the investigator is part of the framework studied, he can interact and ask questions to the person observed. The disadvantage of this method would be that by knowing the presence of the researcher, people can modify their behavior (Claude, 2019). About the non-participant observation

this is an observation method where the interviewer is excluded from the field studied, so this time he will not be able to interact with people and have additional information (Claude, 2019).

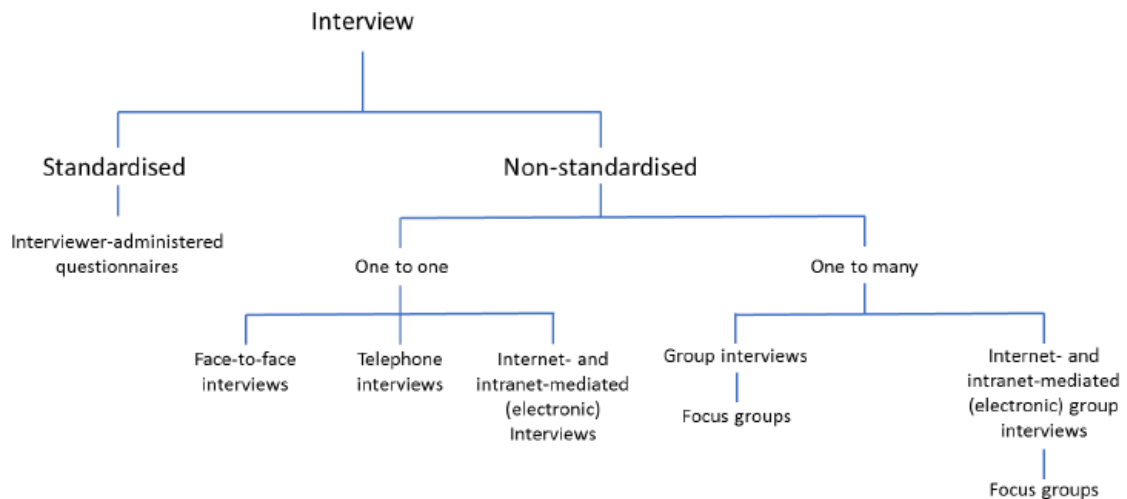
Elsewhere, Claude (2019) makes the distinction between the structured observation and the unstructured observation. While structured observation consists of clearly formulated rules and an observation pattern, unstructured observation collects as much information as possible and does not have a predefined observation pattern (Claude, 2019). As a consequence, meanwhile the unstructured observation allows to observe a situation as a whole, structured observation is more organized and adapted to respond to a specific problem and validate hypotheses (Claude, 2019).

Through this inquiry, the developed technic is participant observation taking form of a structured observation. Indeed, observation patterns has been constructed in order to facilitate the analytical part but also in order to respond to the problem and questions exposed. This is taking form of observation tables which is a tool usually used to structure observation processes. Furthermore, the participant observation is used as the investigator has the opportunity to be a team member of the event app company. However, the observation is not sufficient, to go further and deeply know the thoughts of the persons, interviews are a great complement to this first qualitative research method.

3.7.2 Data collection method: the interview

The interview is one of the most used method for collecting qualitative data. Otherwise, there are several forms of interviews identified in the following figure 3.3.

Figure 3.3. Forms of interviews



Source : Adapted from Saunders et al (2012, p. 375)

The figure 3.3 demonstrates that there are different types of interview, it can be standardized or not by having a defined structure or not, this, depending on their degree of rigidity. Thus, it implicates three types of interviews which are: the structured interviews, the semi-structured interviews and finally the unstructured ones.

Structured interviews use a set of predetermined questions, it is the more rigid type of interview, and this is adapted for quantitative data collection. During this type of interview, there is no openness to the questions and not much social interactions. Since the structure of this type of interview is fixed, results are quick to collect and obtain and easier to analyze. Results could be perceived as more reliable as they are fixed. According to Saunders et al (2012, p. 374) in order to avoid any bias, the interviewer must keep the same tone of voice.

Moreover, semi-structured interviews are more flexibles and doesn't require any list of questions. Semi-structured interview is guided by a list of themes to cover with key questions to ask. As a consequence, this kind of interview is more conversational and open to additional questions and responses. The interview could be recorded, or the interviewer could take some notes (Saunders et al, 2012, p. 374). This kind of interview

offers more freedom, but it is difficult to establish comparisons between two interviews as the guideline for conducting the exchange is not completely followed. It is difficult to interpret the result and can appear as less reliable.

Finally, unstructured interviews constitute informal interviews. This is also called in-depth interviews. According to Saunders et al (2012, p. 375) during unstructured interviews the interviewee can “talk freely about events, behaviors and beliefs in relation to the topic area”. Thus, this type of interview gives the most freedom to the interviewee to express himself as there is not a predetermined list of questions (Saunders et al, 2012). Unstructured interviews allow to explore deeply all the subject aspects but the absolute absence of set of questions can put into question their reliability.

In this way, the chosen method for this study is the semi-structured interview. Concretely, the structured interview is too rigid and does not allow enough flexibility regarding the answers of the participant. The information collected about the subject would be limited. Furthermore, this interview type is not adapted for an exploratory research. Moreover, the unstructured interview is too open, difficult to analyze and the less reliable type of interview. The semi-structured interview appear as the more coherent option in order to have a guided interview that able to obtain additional information about the event apps phenomenon. As a consequence, this qualitative data collection method is combined with the observation method to achieve the inquiry purposes.

3.7.3 Choice of the subject justification

As addressed before, this study implicates a case study focusing on a French event application start-up. As Yin (2009) mentioned, to manage a case study it is necessary to be ensure to have access to enough data. In this inquiry case, the investigator is working in the event application company which provides her enough access to the data and gives sense to this technic of approach. The business studied is well known in France and developing more and more. Through this case study, different methods of collecting qualitative data has been applied.

Indeed, concerning the methods of data chosen there is the participant observation. Mainly used for exploratory studies and case studies, it allows to generate qualitative data. As the investigator leading this inquiry is employee in the business as an event specialist, this permits to have an event organizer approach of the event. This constitutes a logical and useful method of analyze in this case. Moreover, thanks to the agreement of the event app start-up regarding the study, the investigator could have the opportunity to access customers cases, documents, participate to events and observe the employees and customers behaviors and thoughts regarding event applications use and development. During the participant observation, the investigator is dealing with customers asking for event apps to organize their event. This permits to understand what event organizer are looking for their events when using this tool and how the company reaches to respond the customers demands.

Additionally, a semi-structured interview with the CEO of the event application company is applied as a complementary method of qualitative data collection to achieve this research. The CEO of the event application start-up is an event professional and has been working in the event and the event application sector for many years. Furthermore, he is preparing event apps for its clients and organizing digital events. This person has been chosen for the interview for having sufficiently knowledge and background on the subject to respond to the inquiry needs. Indeed, the CEO of this event app start-up knows the needs of the event market and get the organizer point of view as he is organizing events through its platforms directly with its customers. Furthermore, the CEO agreed to participate to the interview from a voluntary basis. The sample of people chosen to participate in a study is a crucial for the analysis, the wrong people chosen could discredit the findings towards the problem described (Magne Holme & Krohn Solvang, 1997, p. 101).

3.7.4 Data analysis technics

Analyzing the data is one of the most relevant phases of the research. According to Hair et al (2006) the data analyze permits to obtain the results and the conclusion of the research, which may be definitive or not, leaving a gap for further research.

The method used for analyzing the qualitative data collected is the content analysis through categories. Bardin (1977) defines the content analysis as a set of communication analysis techniques. This, proceeding by a subjective interpretation of the data content of a text by a systematic classification process of coding and identification of themes or patterns (Hsieh and Shannon, 2005). Besides, a content analysis requires a selection of textual, visual, or audio documents, the aim being to gather the data corresponding to a same thematical category.

Indeed, during its readings, the researcher proceeds to classify the documents. The aim is to create categories or assigns codes to documents. If the categories are referring to semantic fields, this means that categories or codes are linked to the content of the document. If the categories are linked to the context of its production, the categories are referring to sources and dates, for example.

According to Bardin (1977), categories can be good or bad. To be valid, the categories chosen must apply four principles which are the objectivity, the homogeneity, the relevance and finally the completeness (Bardin, 1977). The objectivity principle implicates to consider the data as scientific objects. The homogeneity refers to the fact that a new category much be open if the data as a too great mismatch with the existing categories. Then, the relevance means that the information retain in the categories much be relevant, useful, and interesting. To finish, the completeness criteria means that information must be placed in different categories (Bardin, 1977).

This study includes an analytical system which tends to examine the findings, organizing the data collected under qualitative format. This includes classification and codification method of the data through categories linked by their thematic. The goal being to identify key ideas that will allow us to respond to the problem involved

3.8 Concluding notes

This chapter made a presentation of the research design and the methods adopted. This presented how to successfully run a case study. Plus, it helped to justify the use of the two chosen research methods for collecting data which are the participant observation and a semi-structured interview. This chapter allows also to show the advantages and limitations of each method. It shows the importance of ethics when talking about an empirical research application. The next chapter will present the case study implementation. It will also develop the findings, analyze the results brought by the participant observation and the semi-structured interview with the CEO of the event application company. In other words, the next chapter will present the framework, the object of study, the results of the study and the discussion of the results.

CHAPTER IV- ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introductory notes

The goal of this chapter is to apply the previously chosen methodology for collecting the data and analyzing the results. First, the case study is introduced with a presentation of the company and its history, a presentation of its team members and the detail of the product and services provided by the company. In this part, the data gathered is coming from participant observation and besides, participating events using the application of the company, but also collecting feedbacks from customers cases having used the app and the company services for their events. Then, the interview of the CEO of the event app start-up is analyzed. The data collected is analyzed with a content analysis method. These different sources of collecting data are analyzed to get results allowing to respond to the work problematic. So, finally, results will be discussed.

4.2 Case study presentation

4.2.1 Invent App presentation and history

Invent App is a French company specialized in event applications since 2018. In reality, the company already existed in Brazil under the name of Céu App but after 5 years of experience on the Brazilian market, Emmanuel Aires decided to expand its activity abroad and especially in France, his native country. Emmanuel Aires is then the CEO and owner of the French Invent App start-up. According to the Invent App website, the company is willing to support companies in the digitalization of their event, to facilitate the organization of events, to increase participant engagement and then dynamize events. Indeed, Invent App is working with many event professionals and provides them turnkey support solutions for professional event and corporate travel organizers. The main customers of Invent App are event agencies and great businesses organizing corporate

events. Thus, the Invent App application is thought for corporate event such as meetings, congresses, symposiums, seminars, team buildings, or travel incentives for example. The app stand out from the other of its market thanks to its complete customization and its white label availability. The app is composed from many functionalities and Invent App is specialized in the content segmentation according to participants. The Invent App company is not providing only its product, its app, but also a support. Basically, the company was offering a native app to its customers, a native app for physical events. The mobile app was responsive and already developed in a web app version. However, this web app was not commercialized to customers. Indeed, the Coronavirus pandemic appeared, and the Invent App company decided to reinvent itself by using this web app version for creating fully virtual events. Here, the company made a partnership with Whereby, a videoconference solution, to integrate it through its platform and make fully virtual events. Zoom is also integrated to the Invent App platform and the app can integrate streaming too. Invent App is committed in a reforestation program with the Reforest Action association by planting a tree for every 50 participants. The figure below presents the company logo.

Figure 4.1. Logo of Invent App

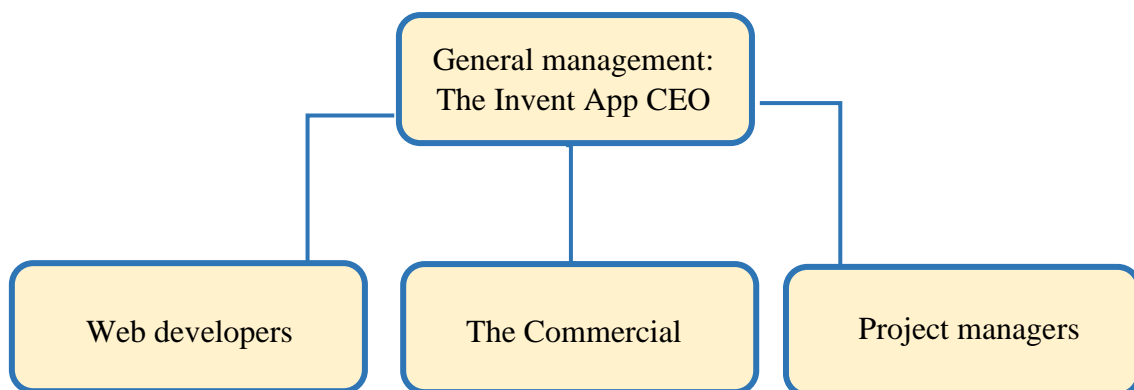


Source : Invent App documentation

4.2.2 Team members

Regarding the constitution of the team, Invent App is a start-up and is thus composed of few team members. First there is the CEO of the company, Emmanuel Aires, which is in charge of the whole company and its employees. He also have a commercial part and he manages the event app projects. Then, there are three web developers which are in charge of coding and developing the application and its features. There is also a commercial in charge of the business customer relationships. He negotiates prices, relaunches customers and keeps the contacts. Finally, there are two employees in charge of executing and managing the application project, they have the role to construct and create the application wished by the client. This different roles are represented in the figure below which is an organigram of the business functioning.

Figure 4.2. Invent App Organigram



Source : Elaborated by the author

4.2.3 Product and services

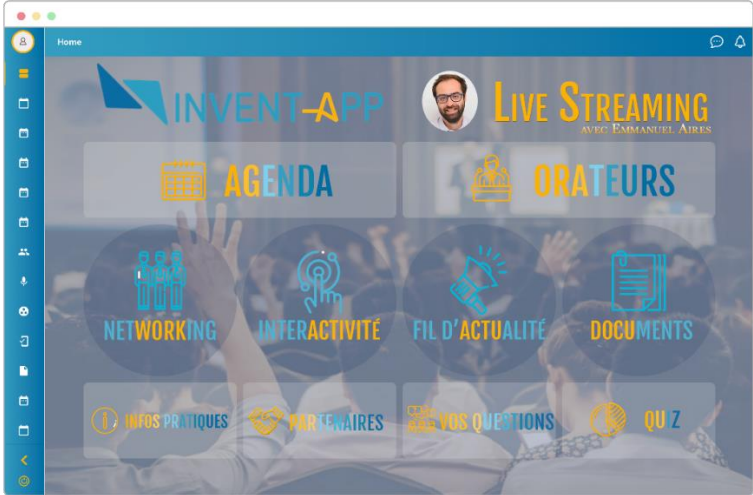
First, the application is elaborated by Invent App project managers from the Application Back office ¹ (Appendix I). It is from this back office that the application is created according to customer wishes. Participant and speaker lists can be imported and exported through excel files. The front office concerns the version of the application visible to customers. There is then the front office native app version on the mobile phone and the front office on the computer, that is to say in the web app version.

Once participants download the app from Google Play or Apple Store, they get the app on their phone where they sign in and create a password. The application is downloadable on Samsung, Android and IOS for iPhone. Or, they access a link on their computer that takes them directly to the web app version of the application where they can also log in by creating a password. In reality, participants are pre-registered in the back office when it comes to private events, otherwise they log in directly openly without a password when it is a public event.

The application then appears in the front office to the customer when they access the application. It takes the form of a home page which contains buttons and a menu on the left redirecting to the different modules. Figures 4.3 and 4.4 below respectively represent the home page of the application in the web version for computer and its responsiveness in the native version, that is to say for mobile. The web app is most often used when it comes to virtual or hybrid events with live streaming or video conferencing. The native mobile application, on the other hand, is more suitable for use for physical events when guests participate in the face-to-face event, they can then have the event information on the app downloaded to their phone.

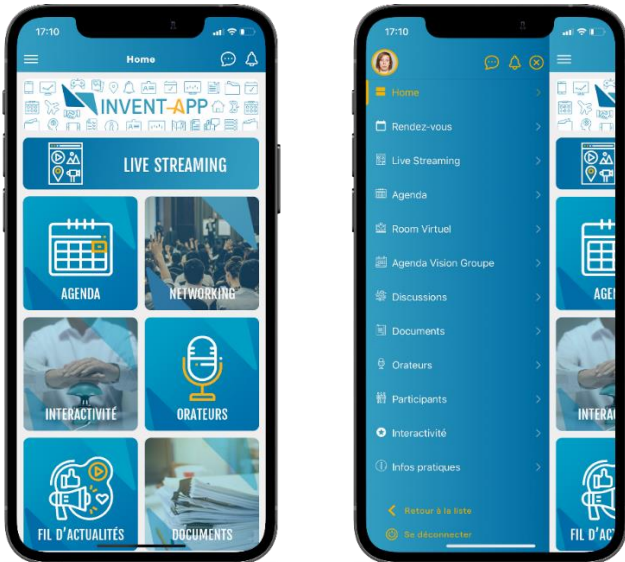
¹ The "back office" corresponds to the administration interface of the application. It is opposed to the "front office" which is the interface visible and usable by the user.

Figure 4.3. Home page of the Web App version



Source : Invent App documentation

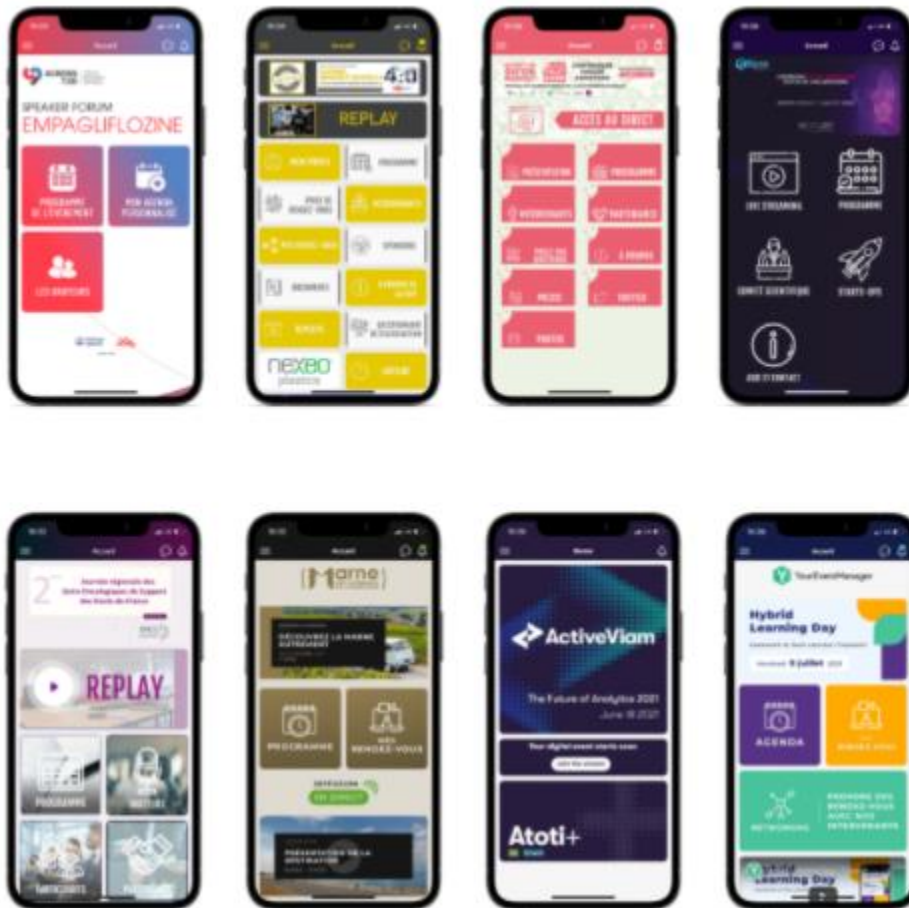
Figure 4.4. Home page of the native App version



Source : Invent App documentation

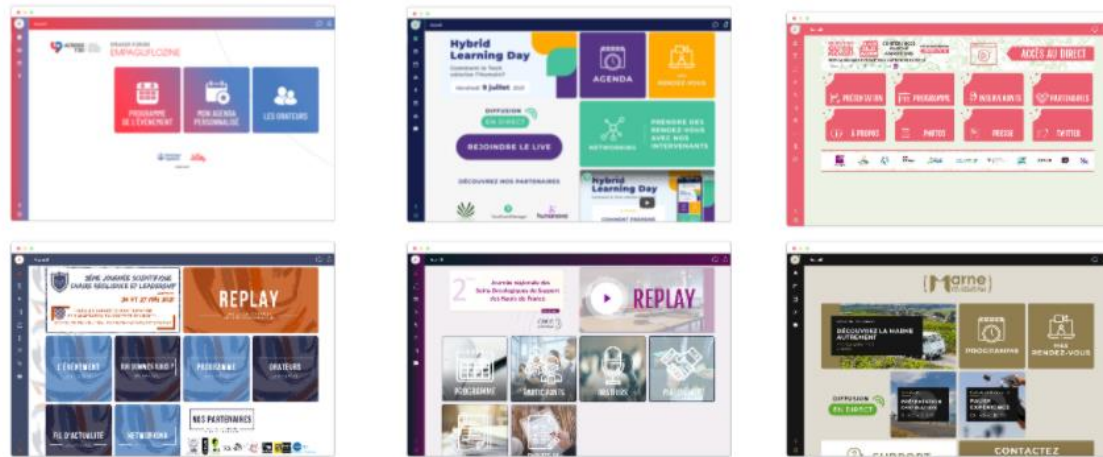
In addition, the application of Invent App has the characteristic of being completely customizable. Indeed, the colors, shapes, images, logos, buttons, widgets on the home page as well as the left menu are customizable according to the event and the customer's brand. The customer can also have the application in white label. That is, the app will be in their name as well as downloadable in their own name rather than “Invent App” name. Indeed, with the white label, it will have its own URL with the name of its brand and its event on Apple Store and Google Play. Below, figures 4.5 and 4.6 show examples of possible app customization in mobile and web version.

Figure 4.5. Customization of the mobile home page



Source : Invent App documentation

Figure 4.6. Customization of the Web App home page



Source : InvenT App documentation

Regarding the functionalities of the application, the schedule represents its key functionality (Appendix B). It is in the agenda that the participant finds the schedule by day, the tracks and the categories allowing to filter the sessions as well as the rooms of the event when it is a physical event. In each session of the agenda, it is possible to insert and link the speaker of the session, documents, the evaluation of the session as well as to ask questions. It's a platform where everything is interconnected. When it is an online event, video streaming may be integrated, in which case the participant is passive and is watching a live replay of the event. Or, videoconferencing can be integrated into the platform, in which case the participant can turn on his video and his camera to participate in the virtual event. A more recent feature of the app now allows to book appointments.

Then, the application can integrate different lists. Indeed, there are the participants list where it is possible to find the participants profiles, make chat one-to-one between participants and videoconference. The speakers list allows to find the speakers profiles linked with their sessions, biography, and documents. Then, a more recent feature of the app now allows you to make an appointment. Then, there are the partners and sponsors list with information and documents. There are also features such as the news feed

(Appendix H) which is presented as a “wall Instagram”, here moderation is possible, the organizer can moderate the content and posts. There are also to possibility to integrate documents (Word, PDF, Power Point), picture gallery and HTML pages which are pages where any kind of content can be putted forward.

Finally, the Invent App application is beneficiates from different interactivity tools. Indeed, among them, there are the satisfaction survey, the quiz, the training, the “ask a question” module and finally the gamification system. The gamification system works with QR Codes that the participant can flash in the stands of a trade show, for example in order to win point. At the issue of the game, a ranking is available in the platform to know the winner. Finally, the analytics allow to get information about the participant navigation on the application like for instance how many times he spent in the session.

In addition, beyond the application itself, the company Invent App provides real consulting and support for its customers. Indeed, Invent App explains in its website that the project management part includes a three-step support for its clients. Indeed, concerning the phase before the event, it is about consulting. The Invent App Event Specialists in charge of the project management are here to jointly develop with the customers the strategy and the app corresponding to their needs. To support its customers in the organization of the event Invent App project managers are here to analyze the customers’ expectations, introduce the interface and features, define the functionalities necessary for the event and define the design of the app according to the customer brand identity. During the event, it is more about support. Invent App project managers are fully available for the duration of the event and take care of the proper management of the application. According to the client needs, the project manager provides on-site or remote support for technical assistance. Once the event over, Invent App project managers are still available in order to follow up the event in the post-event phase. Indeed, they provide a compilation of survey results, a detailed report containing data and concrete feedback to identify the KPIs of the event and draw actionable conclusions for the customer future events.

4.3 Participant observation: events

4.3.1 A physical event analysis

The first event analyzed in this section is a physical event in which the investigator was able to participate and therefore take notes as a participating observer. Indeed, this event concerns a trade show organized by a large group of professional kitchen installers in France. The event took place in Biarritz in the south of France from June 15 to June 18, 2021 and therefore lasted 4 days. The goal was to bring together customers and suppliers of the group through a show as well as various activities and meals. The event gathered 800 participants. What was desired by the client for this event was above all to guide the participants and that in a very precise way with access to their detailed personal information as well as to send notifications to the participants to guide them and communicate with them in order to convey important information. Finally, the client wanted to set up a gamification system with obligatory stands to be visited and with a weekend for the winner as a reward. This is to ensure that participants visit as many stands as possible.

Table 4.1. Participant observation analysis of a physical event

Event type	Trade show – Physical event
Number of participants	800
App language	French
	<ul style="list-style-type: none"> - Customization – to represent the brand and event image - Agenda – To guide the participants

Main features used	<ul style="list-style-type: none"> - Custom fields – Each participants could access its information in details in the agenda and profile (hotel, table for dinner...) - Push notifications – To send information to the participants - Gamification system – To ensure that visitors go to the more stands as possible - HTML pages – To insert plans of the trade fair, sanitary information, rules of the gamification challenge
Interactions	The notifications system allowed the president of the group to communicate and interact with the participants.
Feedbacks/ reactions	The organizer team was very satisfied of the app, it was the first time, and they are willing to use it again. Participants really liked the app and found it very useful and simple to use.
Technical problems	An error of notification programming from the Invent App project manager during the support on site. Plus, few participants with difficulties to connect or flash the QR code but it was more about internet issues, or they didn't consent the app to use their camera phones for flashing the QR codes.

Source : Elaborated by the author

The table 4.1 above permits to make the event analysis by summarizing the main points of the event. Indeed, during this event, the customized app allowed to represent the brand and the event. The agenda and the customs fields served for guiding with precision the participants during the 4 days of event. The participants could know their hotel, their number of bus and seat at table for dinner. As wished by the customer, he could communicate with its participants to maintain them aware through push notifications. Finally, the app allowed to put in place the gamification system with QR codes to flash at each stands and ensure that visitors go at the more stands as possible. Participants had mandatory stands to flash and then, they had to flash the more QR codes possible to win

the game. In this event, both of the organizers and the participants enjoyed the app for the first time used for this annual event. They described it as a useful and intuitive tool. Concerning the technical problems, it was more about human errors this, regarding the project manager notification programming error and the participants for not allowing the app to use the camera for flashing QR codes. However, here, another issue was notable which was the lack of internet connection for the app use.

4.3.2 A digital event analysis

Concerning the second event analyzed in this section, it is about a digital event and more precisely a hybrid event. The investigator could participate to this event by making support on-site and could then make participant observation. Besides, this event concerns a symposium which is a congress of specialists on a scientific theme. This event has been organized by a global pharmaceutical company based in United States. The event took place in Paris in France in front of the Eiffel tower from June 10 to June 11, 2021 and thus lasted 2 days. As a hybrid event, this event gathered around 40 participants on site and 140 remote participants. For this event, the web app was used for the remote participants and participants on-site were connected through their mobile app. The willing of the client was above all to broadcast the live streaming but also to make interactivity by allowing participants to interact with speakers by asking questions. Plus, the client wanted to have the participants feedback about the event.

Table 4.2. Participant observation analysis of a hybrid event

Event type	Symposium – Hybrid event
Number of participants	40 participants on-site and 140 remote participants
App language	French
	- Customization of the app - representing the event and the brand image

<p>Main features used</p>	<ul style="list-style-type: none"> - Agenda – To give the event program access to the participants - Streaming session – broadcast the event in live to the remote participants - Ask your question module – Allowed participants to ask questions to the speakers - The moderation of the questions – The questions asked were moderated before been displayed - Feedback of the sessions – Get the participants feedback of the sessions - Satisfaction survey – To collect data and get feedback of the event - Documents and HTML pages – to insert content about the brand and the event - News feed – Share images and comments of the event
<p>Interactions</p>	<p>The “ask your question” module allowed participants to ask directly question to the speakers and interact with them. The feedback of the session allowed to engage participants.</p>
<p>Feedbacks/ reactions</p>	<p>The organizers of the event didn’t liked the lagging of the streaming, but it wasn’t the app responsibility, this concerned a streaming management issue due to the lack of internet connection.</p>
<p>Technical problems</p>	<p>There was a lag of the streaming which ended up not working anymore, the streaming link had to be changed. There was no Wi-Fi, so there was internet connection issues. Concerning the app, the ask your question module did have a display issue when using the sessions feedback module.</p>

Source : Elaborated by the author

The table 4.2 here allows to analyze this hybrid event. Indeed, in this case, there was presential participants and remote ones. Here, the mobile app and the web app use was

necessary. The customization of the event reflected the brand image. During this event, the aim of the app was essentially to broadcast the live streaming. Additionally, several modules of interactivity were used to engage the participants event if there were not on-site. Indeed, the “ask your question” module was very used, and the moderation allowed to manage the questions displayed. Plus, the sessions feedbacks and the satisfaction survey permitted participants to participate and organizers to collect data of the event. The news feed wasn’t so used during this event. Finally, there were several technical issues related to a lack of internet connection, the streaming lagged. Then, a bug of the app was notable when using both the two interactivity modules, asking question and giving feedback at the same time.

4.3.3 Findings of the content analysis

Regarding the analysis of the two previous events, some findings can be highlighted. In both cases the app was customized according to the event and represented the brand image. It is possible to observe that in a physical event, the app is really important for guiding participants. In the hybrid event, the aim of the app was more about broadcasting the live streaming. According to the event type, some features are more adapted than the others. For example, the gamification was used during the trade show to make participants visit the stands. However, in both cases the application allowed to bring interactivity to the event thanks to several ways and features such as feedbacks and the “ask a question” module for example. The app allows participants to interact with speakers with the “ask a question” module but also the organizer to communicate to participants with push notifications by instance. Finally, the use of digital can be accompanied of technical problems such as bugs of the app but also internet connection problem or user problems. Here, in both events, technical problems appeared and notably the lack or weak internet connection.

4.4 Participant observation: customers cases

4.4.1 Customer case: Ecole navale

Among the customer cases available on the Invent App website there is the testimony of the Ecole Navale. The Ecole Navale is the French military higher education school which provides formation and training for officers of the Navy. Fanny Beguin, in charge of administration and communication for Ecole Navale is giving its testimony about the app. The Ecole Navale organized the chair “resilience and Leadership” event which is an event gathering researchers and field experts from the military, industry, and medical fields. To organize this 2021 edition as a 100% digital event, the Ecole Navale used Invent App platform.

Table 4.3. Ecole Navale customer case observation

Event type:	Digital event: Online conferences and round tables
Customer needs:	Create debates, exchanges, and meetings
App interests for the event:	Generate attractivity, communicate before the event, more participants thanks to no more geographical issues, Interactivity, Centralize the information
Features used:	Participant profile, partnerships list, streaming and replay, videoconference, Agenda with speaker module, news feed, networking, “ask a question”, customization (widgets, colors)
Remarks on the service (if any):	

Source : Elaborated by the author

The observation grid in the table 4.3 above made it possible to draw the main contributions of the use of the app during the event of this customer case. Globally, it is possible to observe that the Event App use for this event allowed to fully digitize the event and gather all the information in one single platform. The App has been personalized respecting the Ecole Navale image and allowed to communicate. Then, the app has brought more interactivity and attractivity to the event with different modules and allowed to touch more participants thanks to its digital format.

4.4.2 Customer case: JEPPA

Other customer cases are available on the Invent App website such as the JEPPA one. Indeed, the JEPPA 2020 Congress has been organized by the AFMCK which is the McKenzie French Association, a non-profit association of physiotherapists. The JEPPA event corresponds to the multi-professional exchange days and should have gathered hundreds of people in March 2020, but Coronavirus appeared prohibiting gathering of people. Indeed, the app first interest was to guide participants before and after the presential congress but finally with the pandemic, completely allowed the event to occur digitally. Stéphane Moret, the JEPPA 2020 Congress organizer is giving its feedback on the event.

Table 4.4. JEPPA customer case observation

Event type:	Initially presential but finally: a fully digital congress (E-Congress)
Customer needs:	Guide participants but then a solution to allow the event to occur
App interests for the event:	Transmit all the congress content, collect data post event, segmentation of the content, fluidity of the web app
Features used:	Customization, documents
Remarks on the service (if any):	Availability, reactivity, and relevance of advice given

Source : Elaborated by the author

The observation grid in the table 4.4 above allows to analyze the JEPPA customer case. Here, the App use was initially though for organizing a physical event and guiding participants. But finally, because of health issues with the Coronavirus pandemic, the Web App allowed the event to take place and finally get a central part in this event avoiding any cancellation. The support of the Invent App team has been important. The App has been customized, allowed documents sharing and post event data collection.

4.4.3 Customer case: Louis Vuitton

Another customer case available on the Invent App website: the Louis Vuitton event. Louis Vuitton has been a French luxury leather goods house since 1854. Louis Vuitton asked for Invent App services for its HR seminar in Paris in June 2019. The event lasted 3 days and was composed of 40 participants. This was an event 100% digital in order to avoid any paper consumption. As a retail Event Manager at Louis Vuitton, Giuliana Salvai gave its feedback about this digital event.

Table 4.5. Louis Vuitton customer case observation

Event type:	A digital seminar
Customer needs:	Avoid paper use and make an ecological event
App interests for the event:	Being ecologic, The Interactivity, simplify the event logistic, increase exchanges and sharing, communicate
Features used:	Customized with the brand colors, personal agenda with group segmentation of content, quiz, news feed, chat
Remarks on the service (if any):	Very satisfied about the Invent App project management and support

Source : Elaborated by the author

It is possible to analyze the Louis Vuitton customer case thanks to the observation grid in the table 4.5 Indeed, during this digital seminar, the app main function was above all to organize an “ecological event”, care about the brand image, simplify the event logistic and finally generate interactivity. Louis Vuitton company appreciated the Invent App support.

4.4.4 Customer case: FIDH

Invent App worked with the FIDH which is the Human Rights International Federation. The FIDH is a non-governmental organization aiming to ensure respect of all human rights throughout the world. Every 3 years, this NGO organizes a congress bringing together many actors in the field. The FIDH used Invent App platform for its 40th edition. This NGO was the first Invent App client using the multilingual module. Anne Vesque, the digital communication officer of the FIDH gives her feedback, which is available on Invent App website.

Table 4.6. FIDH customer case observation

Event type:	A physical congress
Customer needs:	One app with content in different languages
App interests for the event:	The multilingual module, interactions, sharing best moments of the event
Features used:	Multilingual module, news feed, detailed agenda
Remarks on the service (if any):	

Source : Elaborated by the author

The observation grid in the table 4.6 above allows to analyze the FIDH customer case. Indeed, here the key module was the multilingual feature. This module allowed the NGO to communicate in several languages. Plus, the app use favored interactions and exchanges between the participants. The agenda allowed to guide the participants.

4.4.5 Customer case: Novartis

Another customer case available on the Invent App website is about Novartis event. Novartis is a Swiss pharmaceutical group founded in 1996. This great group worked with Invent App for organizing its medical conventions. Melissa Barbosa, the Novartis event manager gives her feedback.

Table 4.7. Novartis customer case observation

Event type:	Physical conventions
Customer needs:	Create interaction between participants and speakers
App interests for the event:	No paper used, generate interactions and interactivity, fluidify the event organization, facilitate communication and documents sharing
Features used:	Documents, information pages
Remarks on the service (if any):	Cordiality, attention and technical knowledge of the Invent App team, great support

Source : Elaborated by the author

The observational grid of the table 4.7 allows to analyze the Novartis customer case. During Novartis conventions, the event app appeared useful in order to generate interactivity and interactions. But also, the app allowed to communicate easily and fluidify the event organization.

4.4.6 Customer case: Fives

On the Invent App website, there is the Fives customer case. Fabienne Virieux which is the communication manager at Fives Aluminium Division is giving her feedback about the event app use. Indeed, Fives is a group specialized in industrial engineering with international presence in more than 30 countries. In 2019, the great group organized an event “Back 2 School” and collaborated with Invent App company.

Table 4.8. Fives customer case observation

Event type:	Physical Event in Saudi Arabia
Customer needs:	Group management
App interests for the event:	Avoiding the paper impression, a more eco-responsible event, communicate by making the information available
Features used:	Segmentation of content (4 groups with 4 different agendas)
Remarks on the service (if any):	Great availability of the team despite the jet lag

Source : Elaborated by the author

Thanks to the table 4.8 above, it is possible to analyze Fives case of the event app use. Here, the app served for group management and sharing of information to the participants. Finally, this allowed to make a “more eco-responsible” event according to the Fives group.

4.4.7 Findings of the content analysis

In general, it is possible to identify several aspects resulting from the use of event applications through these customer cases analysis. First, the event app is a tool to digitize events. It allows to gather all the information in one single platform and to share information. The aim of this tool is usually to guide participants. Through these customer cases it is possible to observe that the customization of the app is important, and it has its part regarding the brand image, then, it takes fully part of the event communication process. In practically all cases, it is pointed out that the application made it possible to increase the interactivity, the attractiveness, and the interactions with and between the participants. The "ecological" aspect comes up through several customer cases, in fact the use of an application makes it possible to reduce the use of paper. Finally, in certain cases, the use of digital allowed to touch more people and to avoid the cancellation of events because of health issues related to Covid-19. Then, it appears that digital use avoid the barriers of physical distance.

4.5 The interview

4.5.1 Organization of the CEO interview

The interview method that was chosen for this project was a semi-structured interview with the CEO of Invent App: Emmanuel Aires. Emmanuel Aires has been graduated of EMLyon, a French business school. Then, he created Invent App after more than 5 years of experience in Brazil as a business developer in an event applications company to help businesses modernize and digitize their events. Passionate about events, Emmanuel Aires has long believed that mobile applications are one of the key elements for the future of organizing corporate events.

As a semi-structured interview, the interviewer was prepared with general questions based around key themes (see Appendix L). The aim was to give a general structure to follow during the interview. The interview took place on October 6th, 2021, at the company premises. The interview was 30 minutes long. As a team member of the start-up, the investigator could easily obtain the interview with the Invent App CEO.

4.5.2 The interview content analysis

The interview have been recorded provisionally and then transcribed (see Appendix M). The table 4.9 below establish an analysis of the interview with the Invent App CEO by categories. To simplify the analysis, the categories are divided by themes which are the key themes aborded through the interview. The table is analyzing Emmanuel Aires responses according to the different themes of the interview.

Table 4.9. Analysis of the interview with Emmanuel Aires

Categories by themes	Interviewee responses
Event App market	<ul style="list-style-type: none"> <li data-bbox="635 1285 1367 1487">➤ Event app market opportunity is mainly due to “the emergence of more and more smartphones” and growing apps creation. Plus, “events really need logistical information”, the app can gather all of this. <li data-bbox="635 1563 1367 1868">➤ Clients could be indirect (event agencies) or direct (companies). “Finance and pharmaceutical industry” are the main clients. Clients depends of companies typologies, event budget and organization frequencies. Clients are willing to digitize and give interactivity to their events.

	<ul style="list-style-type: none"> ➤ Invent App deliver a “turnkey application” with “full service”, advice, support and content integration.
Event organization	<ul style="list-style-type: none"> ➤ The App use allow to digitize the event, have a “digital guide”, to deliver information, replace the paper and make interactivity. ➤ The event app risk is to make “even more people dependent of their digital tools” and be “less attentive” to the event.
Impact of use	<ul style="list-style-type: none"> ➤ The event app use allows to “save money on printing costs, voting box costs, logistics” but also, to simplify the organization and to reach a remote audience”. But it stays a fleeting tool, unless for fully digital events. ➤ Event app tool completely has an impact on the brand image: application in white label “gives credibility to the event” and a “certain standing”.
Event communication	<ul style="list-style-type: none"> ➤ Event apps enhance event communication as it is used to “communicate before the event, to give information, during, to make interactivity as well as to also have the information and after the event to make the satisfaction survey this which allows the customer to have the Analytics data” ➤ It can be considered as a marketing tool for event in its “ability to communicate” by keeping “participants informed” and its ability to “promote the event”
Customer experience	<ul style="list-style-type: none"> ➤ According to Emmanuel Aires, the “centralization of the information” improve the customer experience”. Plus, it improves exchanges and interactivity and thus enhance the participant engagement.

	<ul style="list-style-type: none"> ➤ It can be part of the customer digital experience strategies.
<p>The future</p>	<ul style="list-style-type: none"> ➤ According to Emmanuel Aires, event apps is a “growing market” with a “multiplication of players” and a product that has already “proven itself” and became “normalized” in events. ➤ The Invent App CEO explains that the future of events will be “hybrid” with on-site and remote participants using an “event web application”.

Source : Elaborated by the author

The following part is developing the key findings possible to be extracted from this interview table analysis.

4.5.3 Main findings

The analysis of the interview with the Invent App CEO helps to bring out key ideas about the inquiry subject. Indeed, Emmanuel Aires highlighted some characteristics of the event applications. First, he underlines that it can be qualified as a marketing tool on its “ability to communicate” before, after and during the event but also to “promote the event”. Thus, it is also important for the brand image and communication with the white label for example. In addition, the Invent App CEO explains that event apps allows to digitize the event, make interactivity, interactions with the participants, create engagement, guide and communicate, keep participants informed and centralize the information through a “digital guide” allowing to improve the “customer experience” and being part of the customer digital experience process. Event app tool permits to spend less money on logistical material. However, it is not necessary for an event and it can make participants more dependent of their mobile devices during events. Regarding the event app market,

it was developed thanks to the smartphones increasing using and applications increasing creation. Main customers of event apps are pharmaceuticals and finance industries and big companies making events. Event app market is a growing market and according to the Invent App CEO, the “future is on the hybrid”.

4.6 Results discussion

As a result, the different data collection method used allowed to obtain keys findings which are the same according to the methods. These results can be compared and discussed with the theoretical part.

The Invent App CEO explained during the interview that the event apps emergence is due smartphones and apps explosion. This confirms Bresson (2020) who qualifies smartphones as essential tools and demonstrates that it was linked with the apps creation explosion. Furthermore, Emmanuel Aires says during the interview that the main event apps clients are from pharmaceuticals and finance and big companies while Pascal (2017) explained that finance, cosmetic and pharmaceuticals computing and trade industry are the main sectors organizing events.

Indeed, the Invent App CEO, the customers cases and the events analysis highlighted the importance of event app for the brand image and communication process, for example using customization and white label. This confirms the Bresson (2020) hypothesis regarding the impact of event app use for a modern brand image.

The customer cases and events analysis demonstrates that event apps serve as a guide for participants, centralizing and gathering information. The Invent App CEO talks about “digital guide” improving the customer experience. This matches Robert (2019) who demonstrates that the experience proposed to the participant has a great importance.

While Brassington and Pettitt (2006) underline that promotion is part of the Marketing Mix, the Invent App CEO explains during the interview that event app could be considered as a marketing tool on its ability “to communicate before, during and after and to promote the event”. Then, event app is a way of event promotion and takes place in marketing strategies.

According to the Invent App CEO event apps enhance event communication as it is used to “communicate before the event, to give information, during, to make interactivity as well as to also have the information and after the event to make the satisfaction survey this which allows the customer to have the Analytics data”. This statement confirms the Moon event website and Rapeaud (2016) talking about the three stages of event communication: before (promotion), during (information provided, pushing for sharing and engagement) and after (feedback, prepare the next event).

The data collected demonstrates that event apps allow to digitize the event, amplify interactions but above all, insists on the fact that it helps creating engagement from the participants and make interactivity. Pascal (2017) exactly explained that to have an impact an event must be significant and draw the participant attention. Also, Calder, Isaac and Malthouse (2016) demonstrate that customer engagement is a major objective as it can increase advertising effectiveness. Jauréguiberry (2003) states that thanks to digital consumer and advertiser into a real and virtual relationship and it is the case with event apps as it create interactions. Furthermore, Rapeaud (2016) stated that “digital fulfills the same objectives as events” which are “reunite people, federate groups, develop information sharing, exchange”, stating that digital help people being more involved, which is demonstrated with the event app use that increase participants engagement and interactivity.

4.7 Concluding notes

This chapter demonstrated the development of the conceptual model by collecting and analyzing the data with a content analysis method. This, in order to reject or not validate the research hypotheses, to analyze the proposed objectives and obviously, to answer the research problematic. From the data obtained, it can be concluded that the use of event apps has a positive role in the event communication, allowing to increase interactivity and participant engagement and thus, improve the customer experience. The results related to the investigation questions are described in the next chapter which is the conclusion of this inquiry.

CHAPTER V- CONCLUSION

5.1 Introductory notes

This case study concludes with the presentation of a summary of the research work carried out and the results obtained. Subsequently, the limitations of the research are described, and finally ends with the presentation of suggestions for the development of future studies.

5.2 Main results and conclusions

As a result, different methods of data collection such as the interview, the events participant observation and the customer cases analysis has been used and thus allowed to highlight the same key findings which have been evocated in the previous chapter.

Indeed, the main results found demonstrate that event apps permit to facilitate the event logistic, ease the event organization and avoid the use of paper. It was possible to highlight the facts that event apps are a marketing and communication tool by allowing to communication before, during and after the event but also by promoting the event and having a great part regarding the brand image. Plus, the several data collection methods prove that event applications increase the participants engagement, the attractiveness of the event, the interactions, the event interactivity but also improve the customer experience by guiding the participants easily.

As a conclusion, all the hypothesis which have been established regarding the inquiry can be validated. It has been proven that the use of event app eases the event organization by centralizing the information, the event logistic and guiding the participants. It also has been confirmed through the several methods of data collection that event apps facilitate

the dialogue between the participants and this, during the different steps of the event process (before, during and after). In the same way, event apps allow to increase interactivity during the event thanks to several interactivity tools and thus, develop participant engagement, giving more attractiveness the event and the brand. It then represents a great marketing and communication tool. Event apps also allow to improve the customer experience by facilitating the event logistic, centralizing the information and keeping the participants informed. Then, event apps has a part to enhance the customer digital experience.

5.3 Research contributions

This inquiry enable to develop a recent phenomenon and to deeply study this phenomenon which is not very well-known and contains few data. Precisely, it helped to understand what are the contributions of using event applications and to understand the interests of a such tool in the event industry. It helped to demonstrate that event apps can have a role for the event communication and this all along the event communication processes. Besides through this study, it is possible to understand that event applications has a marketing and communication part for events as it can increase event interactivity, participants engagement, favorizes the interactions and enhance the customer experience but also the customer digital experience. Finally, the study helped to show the importance and issues of digital regarding the event industry and to know more about the event app development and market.

5.4 Study limitations

Some limitations can be putted forward regarding this study. First, the study has been realized in France and within a French company. Even if the phenomenon is rather global and could be generalized, the study has been focused and realized in only one country and could have been extended for more observations and comparisons on other markets. Plus, here the study focuses on the organizer point of view but not on the participant one which could have allowed to have the participant feeling about the event app use. Then,

a great limitations has been the lack of time. Besides, only one interview have been made with the event app company CEO but to gather and compare more data, doing more interviews would have been better to have a greater sample of analysis. Similarly, only two events have been observed, it would have been better to observe more events.

5.5 Recommendation for further investigation

For further investigation, it could be possible to take the participant point of view to have the participant feeling and opinion about the subject but also to directly study and obtain the customer experience feedback. Plus, this study is an exploratory inquiry, but it then can be completed with a more precise study regarding the key findings established. For example, a descriptive study could be made focusing on the event app customer digital experience or regarding the event app participant engagement. In addition, others methods of data collection can be used such as surveys with participants to obtain their feeling. Would also have been pertinent to do a comparative study with two events : one using event app and one without any event app use. This, in order to compare the event attractiveness. Plus, a study more precise regarding only the mobile event app and one regarding only the web event applications could help to deeply explore the subject. Finally, a study dedicated to the event industry digitalization phenomenon could interesting.

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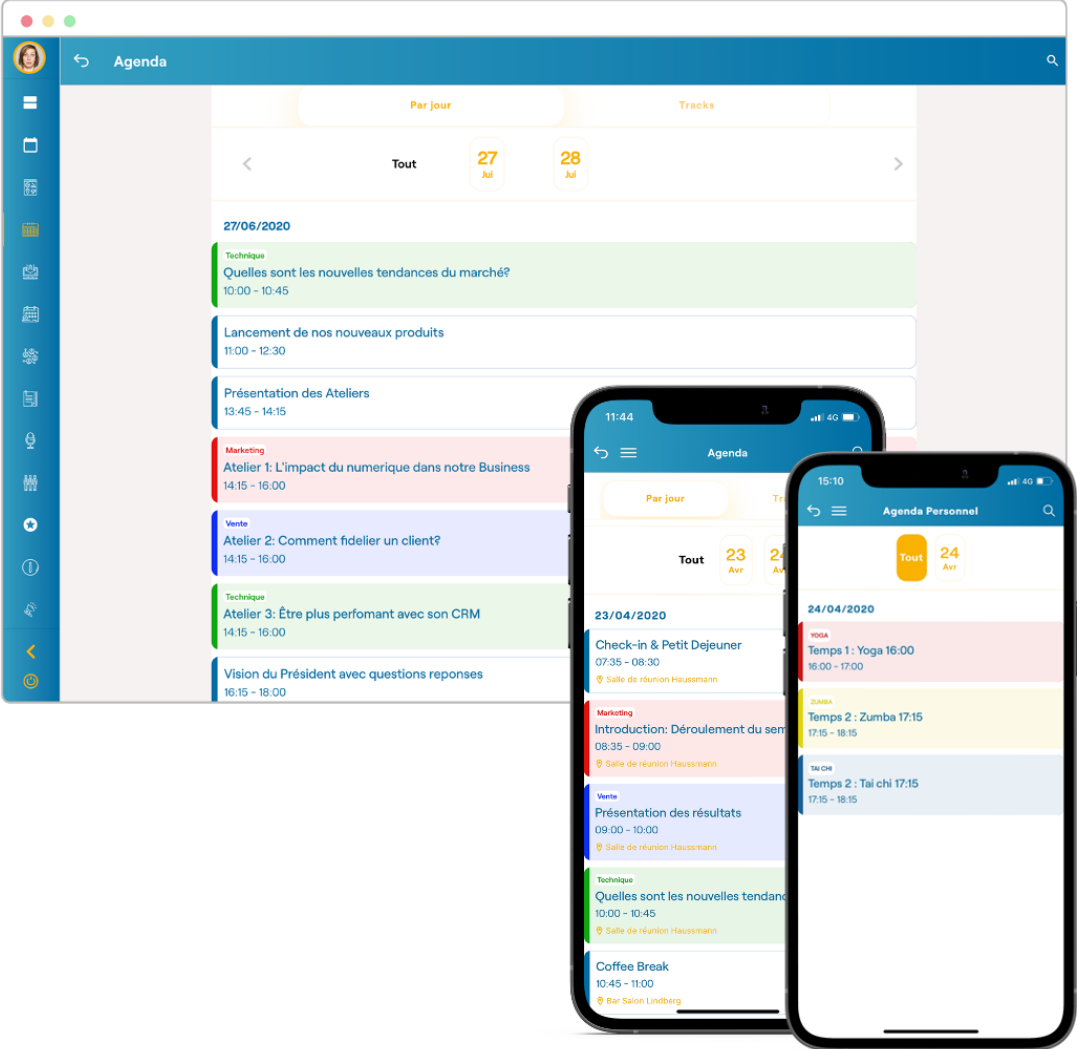
APPENDIX

Appendix A – Mock-up² of the Invent App Home Page

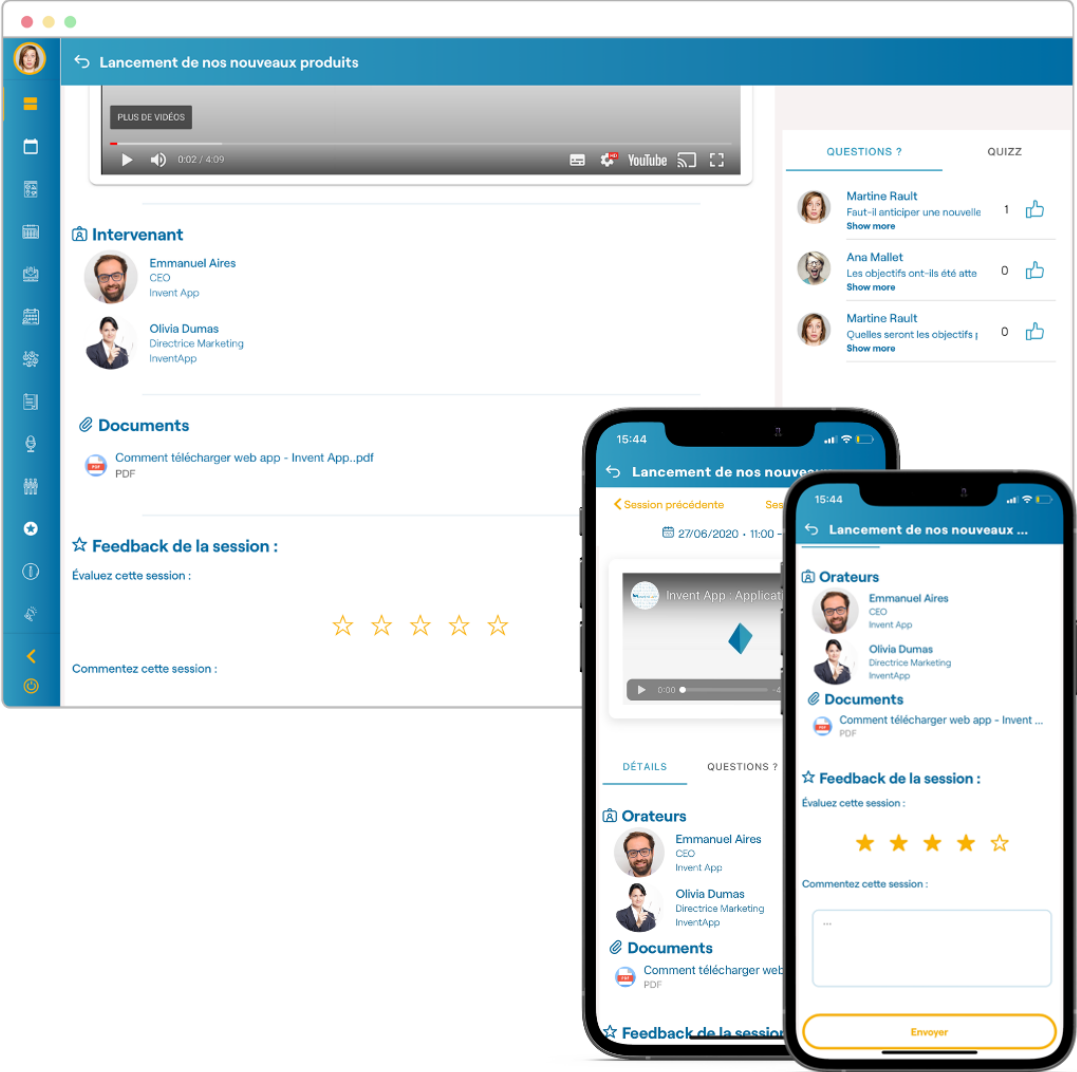


² The term mock-up refers to a user interface prototype. Thereby, its role is to present and to give an idea about a software use.

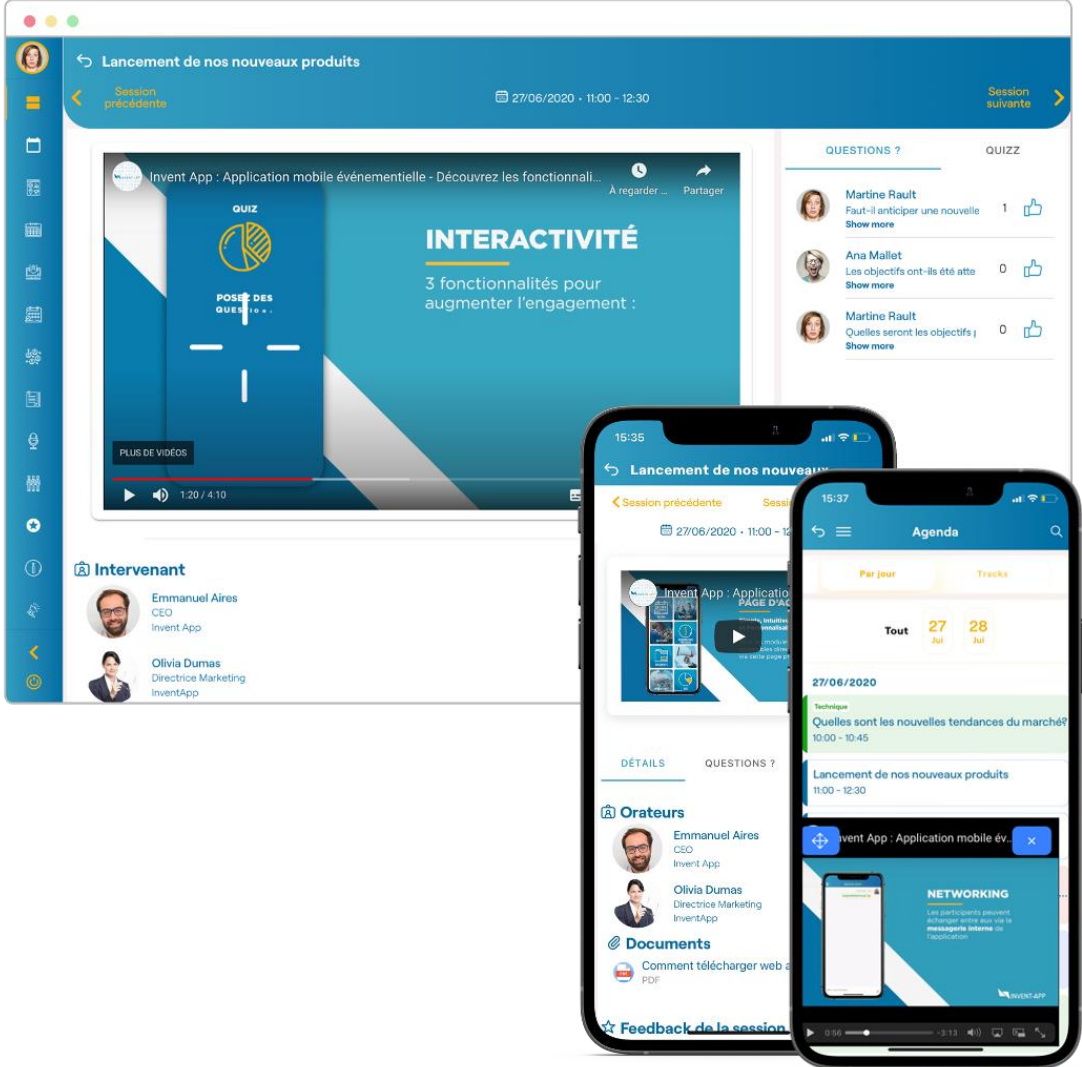
Appendix B – Mock-up of the Invent App agenda



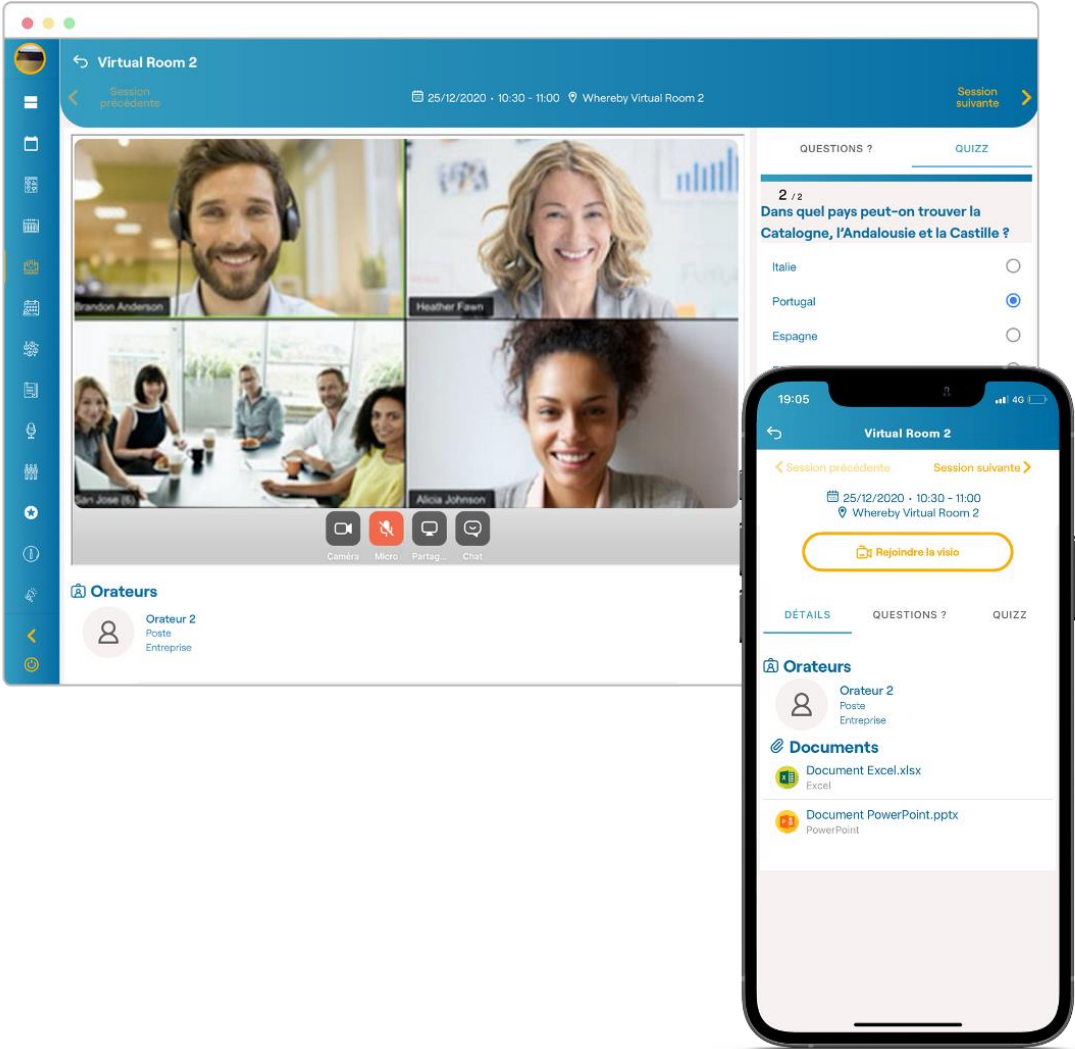
Appendix C – Mock-up of the Invent App session details



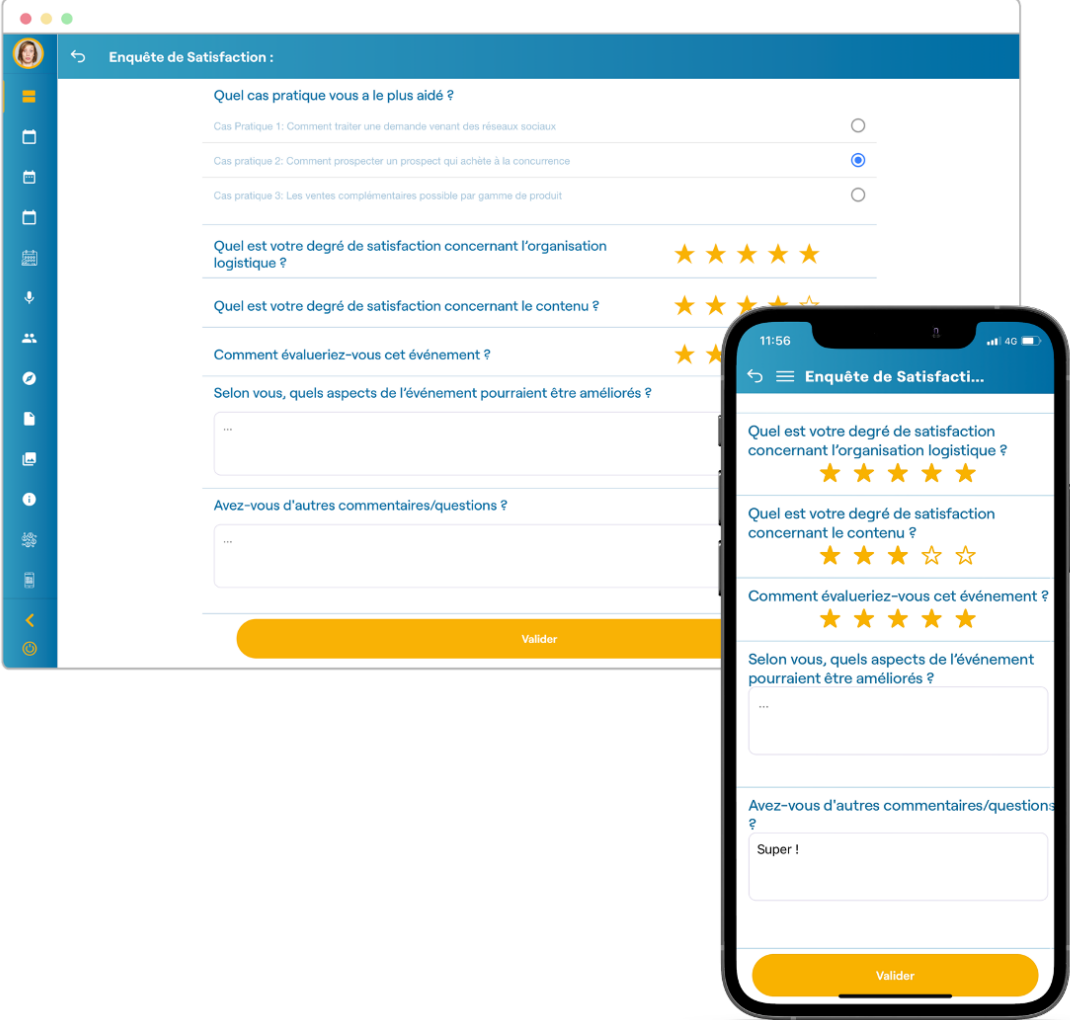
Appendix D – Mock-up of the Invent App streaming session



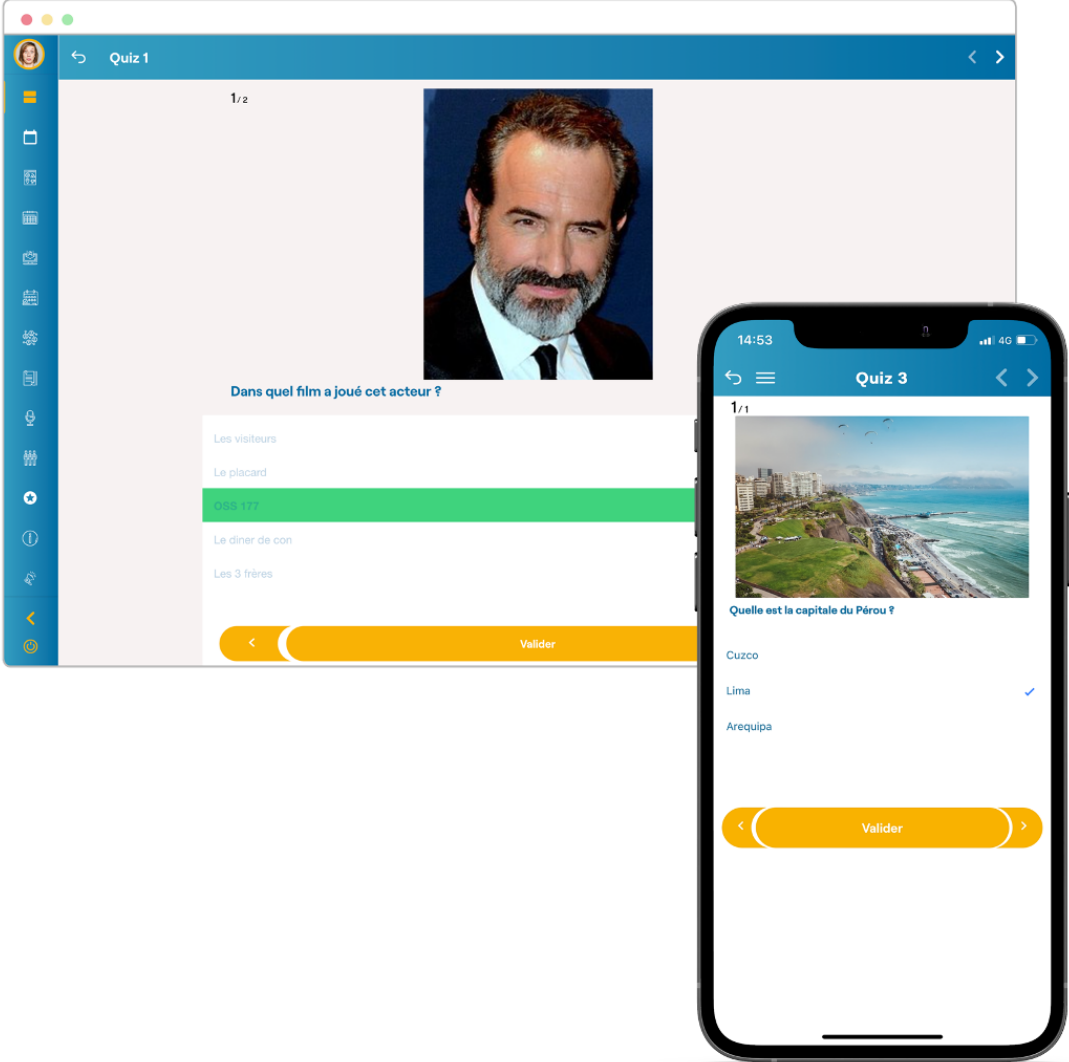
Appendix E – Mock-up of the Invent App videoconference session



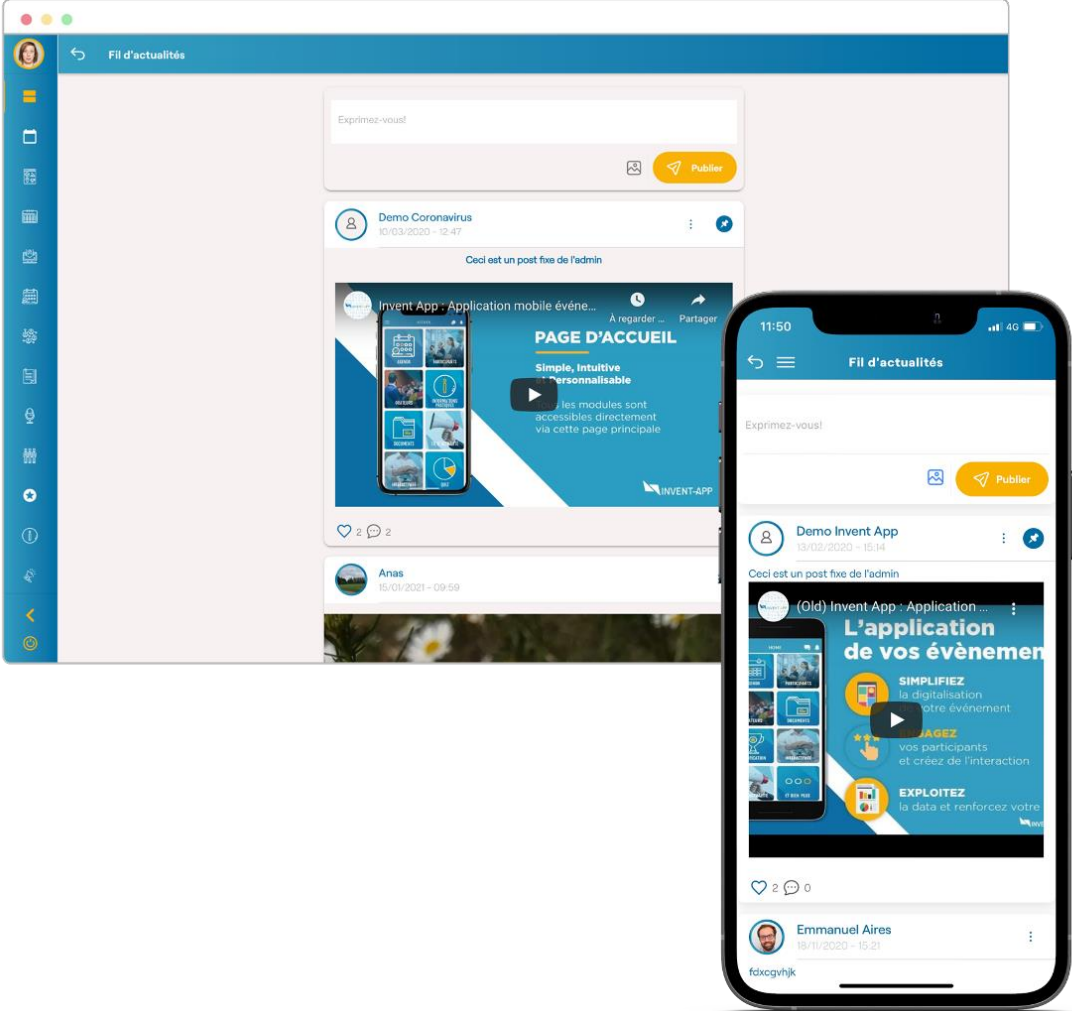
Appendix F – Mock-up of the Invent App satisfaction survey



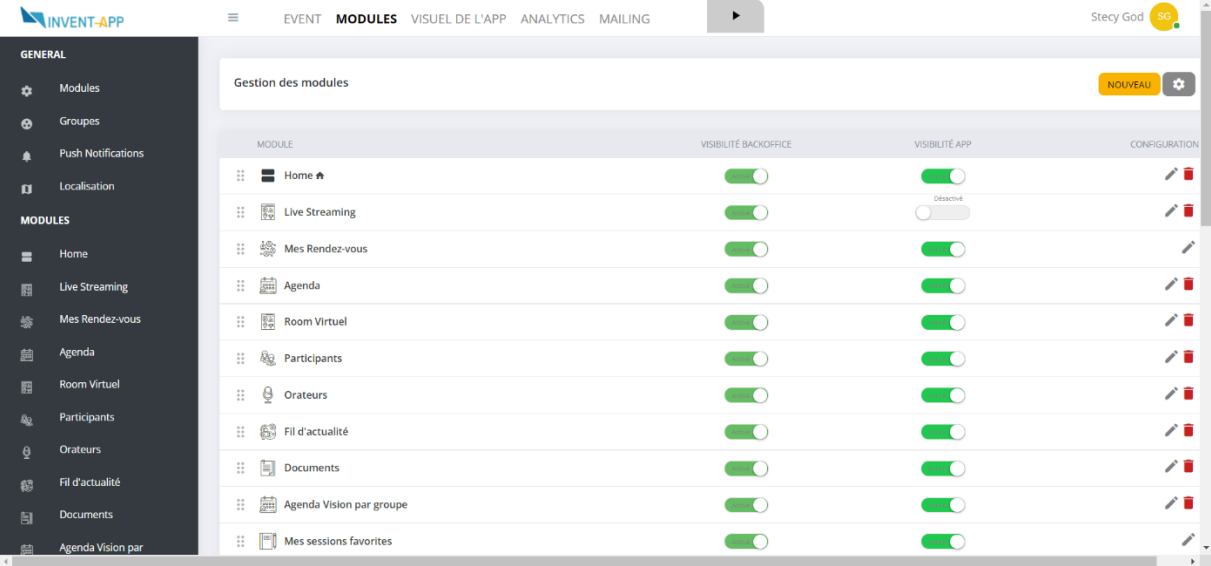
Appendix G – Mock-up of the Invent App quiz



Appendix H – Mock-up of the Invent App news feed



Appendix I – Invent App back office



Appendix J – Case study request

COMPANY CONSENT FOR THE CASE STUDY

Title of the project: Event applications as a tool to improve event communication: a case study of a French event app start-up.

Name of the researcher: Stécy Nasri

In the framework of the obtention of my master's degree in the University Fernando Pessoa of Porto for the year 2021, I am carrying out a research about the event applications use and contributions in the event communication process.

In order to carry out the practical part of this study, I decided to apply a case study methodology. Thus, I am asking your authorization in order to make a case study of your company: **Invent App**. This case study will last for the duration of my internship in your company, i.e. from May 2021 to October of the same year. Indeed, this study could help to successfully understand the event applications part.

By allowing me to carry out this case study, you allow me to collect and analyze the information I will need it to successfully run this inquiry. This could includes documents consultations, participant observation and customers cases analyze. By firming this document, you also agree that your company name and presentation will be evocated in the final work. However, no sensitive data concerning the company, or its employees will be issued.

08/10/2021

NAME:
*Esmond
Ariey*

SIGNATURE INVENT-APP

SARL au capital de 15 000 euros
30 route de chichey - 89380 Appoligny
Tel. 01 76 85 83 99
E-mail: contact@invent-app.com
Site : www.invent-app.com
Siret : 830 910 272 00017
N° TVA INTRA FR 78 837910272

** When completed, 1 copy for the company & 1 copy for the researcher.*

Appendix K – Interview request form

PARTICIPANT CONSENT FORM FOR THE INTERVIEW

Title of the project: Event applications as a tool to improve event communication: a case study of a French event app start-up.

Name of the researcher: Stécy Nasri

Research purposes: In the framework of the obtention of my master degree at the University Fernando Pessoa of Porto for the year 2021, I am carrying out a research work on the role and contributions of event applications within event communication.

About the interview implications


Why is your participation requested? You have been asked to participate in this interview as the CEO of the French Invent App company. Your participation can develop the organization's point of view for the research. Your participation is entirely voluntary, and you may withdraw at any time.

Risks and privacy protection: The research involves taking part in a semi-structured interview, which will be recorded for later analysis with your permission. The aim is not to collect any sensitive data on the organization or yourself. There are no significant risks associated with this interview. If there are any questions which you do not wish to answer your decision will be respected. The information you provide will be held in confidence. Your personal details (e.g. signature) will be kept in a secure location. Once the study finished, the documentation used to gather the raw data will be destroyed.

Participant consent to participate the semi-structured interview

By firming this document, you agree with it. Plus, you agree in taking part to the interview and the above study. And finally, you agree that your quotes are being attributed to you and that your organization is named in the research.

DATE: 06/10/2021 **NAME:** Emmanuel Aïg


SIGNATURE:
SARL au capital de 15 000 euros
30 route de Chichery - 89380 Appoigny
Tél. 01 75 85 83 99
E-mail: contact@invent-app.com
Site: www.invent-app.com
Siret: 837 910 272 00017
N° TVA INTRA FR 78 837910272

** When completed, 1 copy for the participant & 1 copy for the researcher.*

Appendix L – Interview questions

1) Event App Market

- When did you understand the importance that event apps can have?/opportunity in the market?
- Who are mainly your customers?
- What is your role with your customers?

2) Event organization and management

- Why using event app? What are the benefits of this tool in the event industry?
- What are the main demands from your clients? What are they expecting from an event app?
- What are the effects of event app on event organization?
- What are the disadvantages of using digital during events?

3) Impact of Use

- Do you think that the use of event apps had a positive or negative impact on the marketing and event communication budget of your clients?
- Do you observe more attendees in event using digital?
- Do you observe that the use of event app tool have an impact on the brand image?

4) Event communication

- Does event apps allow to enhance the event communication? What about the communication before, during and after the event?
- How can an event app be a marketing tool for event?

5) Customer experience

- In what way the use of social media effects the customer experience?
- Does the use of this tool increase the interaction and engagement?
- What do you think about the effects of event app use toward the customer digital experience?

6) The future

- What do you think about the use of event app tool in the future? / the future of this tool?
- How do you imagine future events?

Appendix M – Interview transcript

Stécy Nasri: “When and how did you understand the importance that event apps can have?/opportunity in this market?”

Emmanuel Aires: “With the emergence of more and more smartphones over the past few years now everyone has a smartphone and apps for anything, and everything are created and an event really needs logistical organization. Until now, we had the paper that was used to print the programs, to communicate information. Now everything is digitized on an application and like I said there is the interactive part so that it is not only top-down information towards the participants, is also an important point. Before it was the voting box that was used or voting by show of hands, now all this is found in digital with applications.”

Stécy Nasri: “Who are your mainly customers (profession, industries and so on)?”

Emmanuel Aires: “So we have two types of customers, we have direct and indirect customers. As indirect clients, it is the event agencies whose role, as their name suggests, is to organize events for their clients. And so there are also the direct customers which are the companies. So we sometimes go through agencies or direct clients. There aren't really any particular industries that use solutions like ours even though there is still the finance and pharmaceutical industry that are very fond of this type of use. Rather, it is events, a company which is required to organize events and which has a larger event budget will have to use a solution like ours, so it is sectors like the medical sector that organize a lot of events whatsoever. for product launches, drug launches, internal agreements and so there you go. So there are not really any particular industries, they are rather typologies of companies.”

Stécy Nasri: “What is your role with your customers?”

Emmanuel Aires: “So concerning the role that we can have with our customers, so we are not there just to sell them a product, we are there to sell them a full service. That is, they are delivered the application with content, this is called a "turnkey application". So we are there to support them, integrate the content, advise them and also be present on the D-day to manage the application. We are really a service company, which sells software, but complete software with its functionalities.”

Stécy Nasri: “Why using event app? What are the benefits of this tool in the event industry?”

Emmanuel Aires: “So the fact of using event applications serves to digitize the events, that is to say to insert all the practical information that may be there on the event, this is called making a "digital guide” which is grouped into several functionalities which are the agenda, the list of speakers, the documents. And also, it is to do interactivity since we have interactivity features which can be the quiz, the ask questions, or the survey and we also have networking possibilities with chat and discussion groups, that's it. So it's really to replace paper, make a digital guide and make the event more interactive.”

Stécy Nasri: “What are the main demands from your clients? What are they expecting from an event app?”

Emmanuel Aires: “This takes up the first point, they are there mainly to digitize the event and make it more interactive, this takes up the first point.”

Stécy Nasri: “What are the effects of event app on event organization?”

Emmanuel Aires: “It comes back to point one and four, it's always the same, we will repeat ourselves but the impacts are really to deliver information to the participants and then to make interactivity.”

Stécy Nasri: “What are the disadvantages of using digital during events?”

Emmanuel Aires: “The fact that it is digital, therefore on a mobile phone, it is sure that this may encourage people to be more on their phones and less attentive to what is said during the event, it is true that we make even more people dependent on their digital tools while some rather want participants to be there, active, listening rather than being on their phones so it is true that these are disadvantages that can have a solution like ours.”

Stécy Nasri: “Do you know of the use of event apps had a positive or negative impact on the marketing and event communication budget of your clients?”

Emmanuel Aires: “There are no negative or positive impacts, it is an additional cost for the customers so it costs them money, they can set up the application or not, it is not something necessary like renting a place, so starting from that premise there can be a negative impact. Then the positive impact is that it can save money on printing costs,

voting box costs, logistics. So it's really going to depend on the utility and how the application will be used.”

Stécy Nasri: “Do you observe more attendees in event using digital?”

Emmanuel Aires: “The fact, as I said, having a mobile app is not necessarily necessary for all events. The event is done without the app and the app comes, in addition, to simplify the organization so there is no measurable compass in that sense.”

Stécy Nasri: “What if the event is fully digital?”

Emmanuel Aires: “Yes, if it's a completely digital event, then the web platform has all its usefulness since it is really essential and it will allow to reach a remote audience, on a physical event, there you have it, it's something more to put on the event.”

Stécy Nasri: “Do you observe that the use of event app tool have an impact on the brand image?”

Emmanuel Aires: “Yes absolutely, absolutely, that on the other hand is important, especially when the application is in white label, it gives credibility to the event to have its own application in its name so here it is, the person made its event, it has the application which bears its name, it has a certain standing.”

Stécy Nasri: “Does event apps allow to enhance the event communication? What about the communication before, during and after the event?”

Emmanuel Aires: “Yes absolutely, the application is used to communicate before the event, to give information, during, to make interactivity as well as to also have the information and after the event to make the satisfaction survey this which allows the customer to have the Analytics data.”

Stécy Nasri: “How can an event app be a marketing tool for event?”

Emmanuel Aires: “Quite simply on its ability to communicate, it is a communication link like any other with features such as push notifications that keep participants informed, it is really a communication and marketing tool to promote the event such as for example, a website can promote an event.”

Stécy Nasri: “In what way the use of event apps effects the customer experience?”

Emmanuel Aires: “On the customer experience, as I say having everything in your phone so in your pocket, it's still more interesting than having paper and it allows you to be informed in real time in the event of changes. So that's why it really improves the customer experience, everything is centralized, we always come back to the same term of centralization of information in a single place with the possibility of changing it in real time at any time.”

Stécy Nasri: “Does the use of this tool increase the interaction and engagement?”

Emmanuel Aires: “And then there you have it, with the interactivity and networking features, it is not just information that is transmitted, it also makes it possible to exchange with the speakers and also between the participants and therefore to improve engagement.”

Stécy Nasri: “What do you think about the effects of event app use toward the customer digital experience?”

Emmanuel Aires: “Yes so the event application, our solution is really for the event, so yes it allows people, participants to interact with the speakers of the event, of the brand in question, but it is really a communication that goes focusing on the event is not a global communication with the brand. We must not forget that this is a fleeting thing so it can be part of one of the digital customer experience strategies, but it is not part of it.”

Stécy Nasri: “What do you think about the use of event app tool in the future? / the future of this tool?”

Emmanuel Aires: “I think that anyway we are in a growing market, it is something that will become normalized in fact on all events, with the costs which are increasingly lower to obtain this type of tool and the multiplication of players in this market risks becoming something essential, as we print paper, as we put chocolate breads, I think that the majority of events will have an event application. I think it’s something that has already proven itself.”

Stécy Nasri: “How do you imagine future events and the future of the event industry?”

Emmanuel Aires: “In my opinion, the future of events will be hybrid. Hence the advantage of using solutions like ours, therefore hybrid with people who will be on site and people who will be remote so there will be roughly an event site that will allow you to transcribe the live. So, the interest of a solution like ours which is not an event site, but an event web application is that remote people will be able to follow the live and people on site will have the application and it will be the same database, the same solution that will work. They will therefore be able to interact together, have the same information and participate together in the interactivity modules. The future really is on the hybrid.”

Appendix N – Customer case observation grid template

Event type:	
Customer needs:	
App interests for the event:	
Features used:	
Remarks on the service (if any):	

Appendix O – Events observation grid template

Event type	
Number of participants	
App language	
Main features used	
Interactions	
Feedbacks/ reactions	
Technical problems	

Appendix P – Home page of the Invent App website

← → ↻ invent-app.com ☆ 🔒 ⚙️

INVENT-APP Fonctionnalités ▾ Type d'événement ▾ Cas clients À propos ▾ Contact 01 75 85 83 99

Des applications mobiles événementielles pour digitaliser vos événements d'entreprise virtuels & réels

Invent App crée des applications mobiles événementielles pour accompagner les entreprises dans la **digitalisation de leur événement**. Les event apps, applications mobiles pour événements, sont créées et personnalisées pour tout type d'événement : interne, externe, voyage, etc..

[DEMANDEZ UNE DEMO](#)

Appendix Q – Customer cases page of the Invent App website

← → ↻ invent-app.com/cas-clients/ ☆ 🔒 ⚙️

INVENT-APP Fonctionnalités ▾ Type d'événement ▾ Cas clients À propos ▾ Contact 01 75 85 83 99

Ces entreprises internationales accordent leur confiance à Invent App

Qu'ils soient dans les agences de communication, les médias ou le milieu pharmaceutique, découvrez quelques-uns des témoignages de dirigeants d'entreprise qui ont fait confiance à Invent App pour la création d'une application mobile spécialement dédiée à un événement et l'accompagnement sur site.

[Home](#)

Appendix R – The Ecole Navale customer case on the Invent App website



The screenshot shows the website interface for the Ecole Navale case study. At the top, there is a navigation bar with the 'INVENT-APP' logo, a menu with 'Fonctionnalités', 'Type d'événement', 'Cas clients', 'À propos', and 'Contact', and a contact number '01 75 85 83 99'. The main content area features the Ecole Navale logo and a photo of Fanny Beguin, a communication and administrative officer. The text describes the 'Chaire « Résilience & Leadership »' event, which was 100% digital and used the Invent App platform. A testimonial from the Ecole Navale explains their goal of creating academic and professional dialogues around resilience.

L'avis d'Ecole Navale

L'École Navale, spécialisée dans la formation initiale de tous les officiers de la Marine a organisé la Chaire « Résilience & Leadership », évènement regroupant des chercheurs et des experts terrain du domaine militaire (avec un focus spécifique sur la marine Nationale), de l'industrie et du monde médical. Pour réaliser cet évènement 100% digital, le groupe a décidé d'utiliser notre Plateforme d'évènement virtuel.

BEGUIN Fanny - Chargée de communication et administratif chez Ecole Navale

[Voir le profil LinkedIn](#)

L'École Navale avait pour principal objectif de créer des rencontres, échanges et débats entre les sphères académique et professionnelle en ouvrant un dialogue autour de la résilience comme réponse aux crises. Au travers de vécus d'experts et de recherches académiques récentes sur le sujet, cet évènement 2.0 est aussi l'occasion

Appendix S – The JEPPA customer case on the Invent App website



The screenshot shows the website interface for the JEPPA case study. At the top, there is a navigation bar with the 'INVENT-APP' logo, a menu with 'Fonctionnalités', 'Type d'événement', 'Cas clients', 'À propos', and 'Contact', and a contact number '01 75 85 83 99'. The main content area features the JEPPA logo and a testimonial from Stéphane Moret, a member of the AFMcK board and organizer of the 2020 JEPPA congress. The text describes the congress as a multi-professional exchange event that was cancelled due to COVID-19, but the AFMcK decided to hold it entirely using the Invent App platform.

L'avis de l'AFMcK

Comme chaque année, le congrès des Jeppa (Journées d'Échange Pluri-Professionnelles) rassemblant des centaines de personnes devait avoir lieu en Mars 2020. L'entreprise concernée, l'AFMcK, avait d'abord pensé à utiliser une application mobile événementielle pour guider les participants avant et après le congrès.

Fournir les programmes, les plans, les informations pratiques et autres documents de manière digitale et centralisée était la première raison de l'utilisation d'une telle plateforme. Très rapidement, suite à l'annonce de l'épidémie du COVID-19 et de l'interdiction des regroupements, l'association a dû réagir : reporter, annuler ou trouver une alternative. Ne voulant pas décevoir ses participants en annulant au dernier moment un évènement qui devait avoir lieu seulement quelques jours après, AFMcK a décidé de faire un congrès entièrement

Appendix T – The Louis Vuitton customer case on the Invent App website



The screenshot shows the website invent-app.com/cas-clients/. The header includes the INVENT-APP logo, navigation menus for 'Fonctionnalités', 'Type d'événement', 'Cas clients', 'À propos', and 'Contact', and a phone number '01 75 85 83 99'. The main content is titled 'L'avis de Louis Vuitton'. It features the Louis Vuitton logo and a profile picture of Giuliana Salvai, Retail Event Manager at Louis Vuitton, with a link to her LinkedIn profile. The text describes how Invent App supported Louis Vuitton during a 2019 seminar in Paris, highlighting a 100% digital service and a mobile app designed for the event. The app provided personalized content in the brand's colors, an agenda, and contact information for participants.

Appendix U – The FIDH customer case on the Invent App website



The screenshot shows the website invent-app.com/cas-clients/. The header is identical to the previous screenshot. The main content is titled 'L'avis de FIDH'. It features the FIDH logo and a profile picture of Anne Vesque, Digital Communication officer at FIDH. The text describes how Invent App created a dedicated multilingual app for FIDH's congress, allowing participants to access content in their own languages. The app was used by many clients, and the multilingual feature was a key benefit for FIDH.

Appendix V – The Fives customer case on the Invent App website



The screenshot shows the 'cas-clients' page on the Invent App website. The header includes the 'INVENT-APP' logo, navigation menus for 'Fonctionnalités', 'Type d'événement', 'Cas clients', 'À propos', and 'Contact', and a phone number '01 75 85 83 99'. The main content features the Fives logo, a profile picture of Fabienne VIRIEUX, and a testimonial about their experience with the app for a 'Back 2 School' event in 2019. The testimonial highlights the app's group management capabilities and its use for a remote event in Saudi Arabia.

L'avis de Fives

Fives est un groupe spécialisé dans l'ingénierie industrielle présent à l'international dans plus de 30 pays.

Pour son événement Back 2 School édition 2019, le groupe a décidé de collaborer avec Invent App.

Fives a utilisé 100% de nos capacités de gestion de groupe comme nous l'explique plus bas Fabienne. Une formation au back office a été fournie via Skype (l'évènement s'est déroulé en Arabie Saoudite) afin de maintenir l'application à jour. La mise en place de l'application a permis d'éviter l'impression des supports de formation et a ainsi permis un événement plus éco-responsable.

L'avis de Fives

"Le fait d'avoir une fonctionnalité de gestion de groupe aussi complète nous a été très utile : 4 groupes avec 4 agendas

Fabienne VIRIEUX – Communication
Manager chez Fives Aluminium division
[Voir le profil LinkedIn](#)

Appendix W – The Novartis customer case on the Invent App website



The screenshot shows the 'cas-clients' page on the Invent App website for Novartis. The header is identical to the previous screenshot. The main content features the Novartis logo, a profile picture of Melissa BARBOSA, and a testimonial about their experience with the app for organizing medical events. The testimonial emphasizes the app's ability to centralize information and facilitate interaction between the public and conference attendees.

L'avis de Novartis

Nous aidons Novartis à organiser ses événements et conventions médicales grâce à l'utilisation d'Invent App.

Grâce à la centralisation de l'information dans une seule application, nous permettons à Novartis de **générer de l'interaction entre le public et les conférenciers** tout en facilitant l'accès aux documents et aux informations pour les participants.

Le résultat ? **Une absence totale de documents papiers**, une organisation plus fluide et une bonne interactivité.

L'avis du client

"Comme nous avons déjà eu une expérience optimale lors d'un événement d'oncologues, nous voulions faire profiter de cet outil à ce nouveau public que sont les hématologistes. **La cordialité, l'attention et la connaissance technique de tous**

Melissa BARBOSA – Event Manager
chez Novartis
[Voir le profil LinkedIn](#)