

Crisis Management and Recovery for Events

Supplementary questions

10: A Chronicle of Event Postponement and Reorganization: Coming Back Stronger

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1. How did event organizers manage to reschedule the event and not cancel it?

In a highly uncertain, complex and rapidly changing environment, in which economy, education, sports and culture are at stake, the National Ballet Competition of Greece managed to re-organize and run in a virtual edition with more than 600 participants. Methodical decision-making and flexible adaptation to changes were crucial for managing the event, which was facing the pandemic crisis. Event organizers followed a decision-making framework in order to effectively design and apply an action plan, which would secure choices speed, intelligence and values.

2. Describe step-by-step the decision-making framework. How did event managers develop this framework?

The framework was developed by organizers, based on practical experience, literature and instinct. Even though literature suggests different paths in crisis management, the combination of theory with practical know-how and instinctiveness yielded a framework, which was suitably tailored to the artistic-participatory nature and identity of the event. The step-by-step framework is as follows:

- i) Identifying the reasons
- ii) Facing the option of canceling the competition
- iii) Identifying the alternatives
- iv) Ethical decision-making
- v) Choosing among the alternatives
- vi) Rescheduling and redefining the strategic planning of the competition
- vii) Establishing a highly effective communication policy

3. Why was co-creation of value an essential component of the strategic planning?

Co-creation of value promoted and encouraged active involvement in the event from experts, judges, participants and sponsors. Co-creation helped all stakeholders to be tuned on the importance of making this year's competition happen in a virtual edition.

4) What are the key lessons when facing hard and swift decision-making in rescheduling an event?

Even in times of hardship, events realize social, psychological and other functions in community. When a crisis challenges the hosting of an event, bringing the need for reorganization and identification of innovative solutions, then multi-dimensional thinking, resourcefulness, adaptability and a new strategic plan combined with an effective communication policy are some of the main keys to an event's survival.