

# **Crisis Management and Recovery for Events**

## **Supplementary questions**

### **12: Crisis Management and Recovery for Events: Issues and Directions**

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## 1. How do the stages in event crisis management manifest in practice?

Find a couple of industry examples for each stage and compare the event managers' responses to crisis.

- Awareness
- Acknowledgement or denial
- Anger and bargaining
- Leadership and decision-making
- Reaction and planning
- Innovation, creativity and resilience

## 2. How does the rounded framework inform crisis management and recovery for events?

It links focal components and processes in crisis management and recovery. Based on this framework, we can examine more comprehensively and methodically emergent issues and archetypal processes in crisis management for events. As discussed in this volume, the event sector is highly sensitive to exogenous shocks and environmental turbulence while response time is very limited. This makes it important for risk management to not only optimize levels of preparedness but also enable swift response to contingencies. Processes for sound, flexible and rapid decision-making are essential in order to readjust strategy and operations. The perspective of portfolio management creates a common ground for building adaptability and resilience of individual events within a portfolio. These considerations bring to the fore the considerable complexity of crisis management for events and the need to explore in depth the processes that can facilitate effective responses and recovery.

- Readiness and preparedness* means identifying threats and opportunities and developing a mindset of organizational flexibility that puts in place processes for *Adaptation*. Building adaptive capacity of events is a key requirement; however, the underlying challenge is how to achieve this across the diverse range of events. Apparently, there is no uniform solution. Adaptive strategies should be tailored to the contexts, scale and type of each event.
- Event design* is imperative here as it can be employed to reconfigure the nature, program and delivery mode of an event according to new conditions and requirements. Hybrid solutions can be applied, as well as new genres of events introduced to diversify the offer and target wider audience.
- Event operations* have to be readjusted. This element of the framework may include *financial management; human resources management; risk and safety; and communications*. Moving forward from the pandemic, many event organizations will have to re-evaluate their business models and governance, especially if the trend to virtual and hybrid events results in structural changes to the sector.
- Effective implementation of adapted operations may lead to the *resilience* of events making them stronger to cope with adverse conditions. Leadership within and between levels of government has to be provided for the events sector, possibly requiring new arrangements among the many departments and agencies that regulate, support and otherwise deal with events and event venues. This requires prudent *Stakeholder manage-*

*ment* to maintain stakeholder relations (e.g., sponsors, suppliers, community, politicians, etc.), especially when events are cancelled, re-scheduled or modified.

All the above-mentioned processes can be greatly facilitated within the *ecosystem* of an event portfolio, which is able to assist individual events. Portfolio management can support individual events through stakeholder network synergies, operational efficiencies, combined effects and knowledge exchange amongst different events to cope with the crisis. This, in turn, may prompt a sense of readiness and organizational flexibility infused across the array of events and enhance practically their preparedness by sharing information, know-how, resources and methods for adaptation as well as implementing joint strategies and problem-solving actions. Effective portfolio management requires the coordinated planning and delivery of events, including adaptation strategies, redesign, operations and stakeholder management. As an event portfolio is a permanent but flexible structure in a host community, it can eventually ensure the continuity of the events ecosystem and enhance the resilience of events.

**3. What are the key trends and transformations of society and economy and how do they affect events?**

- (1) the weakened economy, including a decline in globalization
- (2) the nature of work
- (3) leisure and tourism
- (4) social and cultural change

Provide examples for each trend how events might be affected positively or negatively.

**4. What are the fragments that need to be connected by future research in event crisis management and recovery? What research questions do emerge?**

Think about knowledge gaps and research needs for each fragment:

- Chaordic event ecosystem
- Adaptive response and self-organizing
- Host destination context/stakeholders
- Portfolio management
- Transformation of events

**5. What are the key lessons from the pandemic for event crisis management? Consider two scenarios that could lead to effective crisis management and recovery.**

This is an essay-type question. Students first should critically assess the impact of the pandemic on the event sector. Then discuss how event managers and host communities responded to deal with the crisis. What worked well? What did not? What knowledge gaps do exist? How can we improve crisis readiness and preparedness? This discussion should reveal key lessons. Finally, apply the key lessons on two different scenarios that enable effective crisis management and recovery of events.