

CRISIS MANAGEMENT AND RECOVERY FOR EVENTS

Impacts and Strategies



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Crisis Management and Recovery for Events: Impacts and Strategies

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The Events Management Theory and Methods Series

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Contents

Introduction to the Events Management Theory and Methods Series	v
Preface	vii
Contributors	xv
1 Theoretical Perspectives of Crisis Management & Recovery for Events	1
<i>Vassilios Ziakas, Vladimir Antchak and Donald Getz</i>	
Background: Understanding the concept of crisis for events	2
Event crisis recovery and resilience planning	15
Building resilience for events	18
2 Crisis: The Juncture of Stability and Development	30
<i>William O'Toole</i>	
Crisis, back to normal	30
Maturity model	31
Standards level 4	33
<hr/> Practice Insight 1: Interview with Steven Wood Schmader	41
<hr/>	
3 From Risk to Resilience: Contemporary Issues in Event Risk Management	49
<i>Peter Ashwin</i>	
The perception of risk: Making sense of the risk management construct	50
Decision-making under uncertainty	55
The emergence of domestic terrorism threats	57
Cyber-criminal risks and digital age of events	62
4 Stakeholder Management	76
<i>Donald Getz</i>	
Classifying stakeholders and formulating strategies in a time of crisis	77
Strategy and action	84
Resilience and the roles of stakeholders	92
<hr/> Practice Insight 2: Interview with Rebecca Cotter	96
<hr/>	
5 Events Employment: Crises' Impacts and Resolutions	100
<i>Richard N.S. Robinson and Yawei Jiang</i>	
Importance of event workforces	101
Case Study #1	105
Case Study #2	107
Discussion and conclusions	110
<hr/> Practice Insight 3: Interview with Vern Biaett	118
<hr/>	
6 Redesigning Events in the Post COVID-19 Crisis: A Design Thinking Approach	120
<i>Kom Campiranon</i>	
Literature review	122
Redesigning events with design thinking	125
Implementation (Prototype and Test)	129

<hr/>	
Practice Insight 4: Interview with Neil Alderson	139
<hr/>	
7 The Future of Events will be Hybrid	142
<i>Tim Brown</i>	
Virtual events	143
Defining virtual and hybrid events	144
COVID-19 and the pivot to online	147
Benefits of virtual and hybrid events	149
Designing virtual and hybrid event experiences	151
Current trends of virtual and hybrid events	155
The future of events will be hybrid	158
<hr/>	
Practice Insight 5: Interview with Dr. Amanda Cecil	165
<hr/>	
8 Response and Recovery through Event Portfolio Management	167
<i>Smita Singh and Eric D. Olson</i>	
Festivals and events in Des Moines	168
Impact of COVID-19 on the Des Moines event industry	169
The future of Des Moines events	175
<hr/>	
Practice Insight 6: Case study of Transrockies Inc.	186
<hr/>	
9 Swedish Sports Clubs and Events during the Covid-19 Pandemic	193
<i>John Armbrecht, Erik Lundberg, Robert Petterson and Malin Zillinger</i>	
Theoretical background: Crisis management and resilience	194
Methodology	196
Findings	198
<hr/>	
Practice Insight 7: Case study of Musikfest	213
<hr/>	
10 A Chronicle of Event Postponement and Reorganization: Coming Back Stronger	217
<i>Danai Varveri and Vassilios Ziakas</i>	
Organizational context and case study approach	218
Making the decision and rescheduling	219
11 Agility in the Events Sector: A Case Study of a Business Event in Finland	233
<i>Valentina Gorchakova and Ekaterina Berdysheva</i>	
2020: A crisis or a VUCA situation?	234
Agility	236
New technology and virtual events	238
Case study: Overview of SHIFT festival	239
Discussion and Conclusion	244
12 Crisis Management and Recovery for Events: Issues and Directions	248
<i>Vassilios Ziakas, Vladimir Antchak and Donald Getz</i>	
Stages in crisis management	248
Issues and processes: A crisis management framework for events	250
Lessons from industry insights	254
Trends and transformations	255
Future research	257
Index	261

Introduction to the Events Management Theory and Methods Series

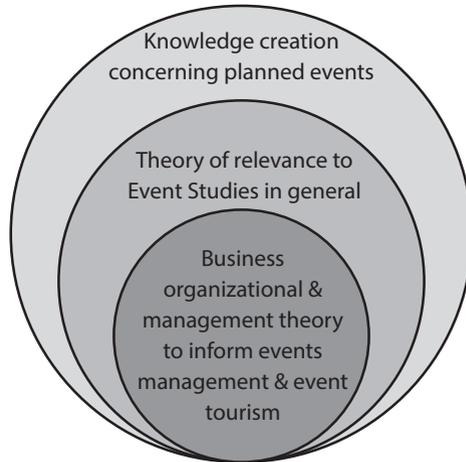
Event management as a field of study and professional practice has its textbooks with plenty of models and advice, a body of knowledge (EMBOK), competency standards (MBECS) and professional associations with their codes of conduct. But to what extent is it truly an applied management field? In other words, where is the management theory in event management, how is it being used, and what are the practical applications?

Event tourism is a related field, one that is defined by the roles events play in tourism and economic development. The primary consideration has always been economic, although increasingly events and managed event portfolios meet more diverse goals for cities and countries. While the economic aspects have been well developed, especially economic impact assessment and forecasting, the application of management theory to event tourism has not received adequate attention.

In this book series we launch a process of examining the extent to which mainstream theory is being employed to develop event-specific theory, and to influence the practice of event management and event tourism. This is a very big task, as there are numerous possible theories, models and concepts, and virtually unlimited advice available on the management of firms, small and family businesses, government agencies and not-for-profits. Inevitably, we will have to be selective.

The starting point is theory. Scientific theory must both explain a phenomenon, and be able to predict what will happen. Experiments are the dominant form of classical theory development. But for management, predictive capabilities are usually lacking; it might be wiser to speak of theory in development, or theory fragments. It is often the process of theory development that marks research in management, including the testing of hypotheses and the formulation of propositions. Models, frameworks, concepts and sets of propositions are all part of this development.

The following diagram illustrates this approach. All knowledge creation has potential application to management, as does theory from any discipline or field. The critical factor for this series is how the theory and related methods can be applied. In the core of this diagram are management and business theories which are the most directly pertinent, and they are often derived from foundation disciplines.



All the books in this series will be relatively short, and similarly structured. They are designed to be used by teachers who need theoretical foundations and case studies for their classes, by students in need of reference works, by professionals wanting increased understanding alongside practical methods, and by agencies or associations that want their members and stakeholders to have access to a library of valuable resources. The nature of the series is that as it grows, components can be assembled by request. That is, users can order a book or collection of chapters to exactly suit their needs.

All the books will introduce the theory, show how it is being used in the events sector through a literature review, incorporate examples and case studies written by researchers and/or practitioners, and contain methods that can be used effectively in the real world.

Preface

The growth of planned events has been exponential in the last decades. A growth that was, however, disrupted suddenly by the COVID-19 pandemic crisis in 2020. Doubts and fears about the present and future of events surfaced across the globe. Events inevitably face the consequences of the systemic changes the pandemic accelerated, triggering a restructuring of the world economy and broader socio-cultural transformation. In this rapidly changing context that the event sector operates, the academic community seems to have been caught by surprise. Little advice and strategic foresight has been offered as to how events can be effectively managed in times of a major crisis and fully recover. The rarity and magnitude of the pandemic crisis can be a reason explaining this lack of timely academic response. But as with any crisis, this is a good time to reflect on the key assumptions and modalities that have shaped the event sector and how, in turn, events are being treated and studied. Even a cursory glance at the event-related scholarship reveals the dearth of specialized know-how on crisis management grounded in the distinctive nature of planned events and their resultant phenomena. Instead, current practice is, as in most event-related scholarship, to rely on established knowledge from general disciplines (especially tourism and business) by borrowing their principles and models and applying them to the context of events. Is this enough to engender or advance learning and strategic intelligence for event crisis management?

This book takes the stance that it is now time to start building specific theory on crisis management for planned events. Still, of course, cross-disciplinary investigations and borrowing from general disciplines are important, but such efforts should be placed in a specialized context with the focus on producing distinctive theory and acumen about events. This is the way to move forward and advance the discourse. While the contribution of this book to such theory-building is rather modest and with limitations, it aspires to set up a robust stage for future inquiries. A major limitation of the book concerns the swift and pressured timeline that was completed in the midst of the pandemic. But this timeline was important in itself. Because the book is a first-hand response and reflection to the issues and changes brought about by the pandemic crisis, which at first stage need to be reported, debated and examined, so that future research can generate more broadly knowledge about all types of crises and inform more wisely evidence-based practice. Capturing timely the essence of the multifaceted pandemic effects on the event sector helped also to realize that effective crisis management for events should be structurally adaptive to wider systemic transformations (e.g., politics, society, environment, culture, etc.). For this reason, the volume is not focused on operational risk management processes per se or communication strategies for handling reputation or image recovery, but instead, by taking a more com-

prehensive perspective, is centered on structural change at meso and micro levels (i.e., community, market, institutional, organizational and operational); change both exogenous and of events themselves as triggered by macro-level transformations, in managing crisis and achieving recovery of events. Understanding the nature and impacts of change serves to explain its causes and the reasons behind the way individual events (and the whole sector at large) are reconfigured, adapted and function in the new conditions. This approach can establish solid grounds for effective event crisis management embedded within host community structures and processes.

Overview

Events are from their nature temporal and short-lived, and so susceptible to environmental change, volatility and impeding crises. The advent of the COVID-19 pandemic crisis has exposed the innate fragility of events and calls for rethinking long-established supply models in events, better understanding the changing consumer behavior, and overall questioning the sustainability of the whole sector. The landscape of the event sector has dramatically changed, putting more pressure and demands for event organizations to adapt in the new conditions, as well as identify and appropriately leverage new opportunities. This means that for any crisis, events should develop capacity for readiness, adaptability and resilience to achieve first their own recovery, survival and prosperity, as well as, in turn, to nurture versatility in terms of how they can be employed to serve their host communities' needs in post-crisis recovery. However, as noted above, there is limited scholarship and comprehensive evidence regarding crisis management for events. Therefore, this volume seeks to build knowledge on the particular aspects of crisis management that events are facing.

Given the huge impact of the COVID-19 crisis on the event sector, the volume uses it as a case to explore how event organizations can cope with sudden and unexpected crises, including natural disasters and economic crises. There is a two-fold purpose that grounds the underlying logics of this volume: (1) managing effectively events in times of crisis; as well as (2) redesigning and leveraging events for achieving post-disaster recovery and resilience. The book is intended to bring together theoretical and practical insights in order to set up a robust ground for effective crisis management and recovery strategies of events. For this reason, particularly, it incorporates insights of practitioners between chapters presenting interviews and case studies. We would like to thank for their generous time and invaluable contributions to this book: Steven Wood Schmader (CFEE President & CEO International Festivals & Events Association), Rebecca Cotter (Manager, Communications Operations & Events, Corporate Communications & Community Engagement, City of Markham, Ontario, Canada), Vern Biaett (Consultant, expert witness, retired

Event Management Professor, and long-time event manager and volunteer), Neil Alderson (Events Nova Scotia and Sport Tourism Canada), Dr. Amanda Cecil (2012 PCMA Foundation's Educator Honoree, 2012 MPI "Member of the Year" RISE Award, Professor IUPUI), Aaron McConnell (CEO TransRockies), and finally from Musikfest, Gabriela Laracca (PR Coordinator) and Curt Mosel (COO) of the event's organizer, ArtsQuest.

Book outline

Rationale and aims

Taking the pandemic crisis as a case in point, our basic argument is that the events sector has not been sustainable in any triple-bottom-line sense, as under the dominant neo-liberal, capitalist regime there has been more or less a free market in creating events, huge competition bidding on events, investment in the biggest and best venues resulting in over-supply, and an emphasis on event tourism and place marketing that has resulted in over-tourism in many cities. The pandemic crisis exacerbated the unsustainable state of the event sector. Existing intense competition for resources has been combined with diminishing demand and financial support, resulting in structural change. This is not a globally uniform process – some cities and countries have been hit harder than others.

The event sector is now more vulnerable than ever, but the need for social, cultural, and healthier events is likely to increase. In corporations, cities and destinations around the world a serious re-think of goals, policies and strategies is already occurring, if only due to a reduced capacity to offer financial support and to produce events. To assist in this process, this edited volume offers a number of insights and principles to foster change and in particular to increase resilience of the event sector. In doing so, the volume sets out to:

- ◆ Explore models and practices of crisis management for events;
- ◆ Establish a framework for event crisis management and recovery;
- ◆ Assess the impacts of the pandemic crisis on events;
- ◆ Determine how events have responded to, and can recover from, the pandemic crisis;
- ◆ Provide a roadmap to build resilience in the event sector.

Structure and contents

The chapters are briefly introduced and described in this section following the running order and conceptual coherence of the book. Between chapters a number of vignettes in the form of verbatim interviews and case studies are included, titled as '*practice insights*' in order to throw light on the perceptions and voices of professionals dealing with crisis in the industry.

1. Theoretical perspectives of crisis management and recovery for events

The first chapter is written by the editors and provides a comprehensive introduction to the theoretical perspectives and intricacies of crisis management and recovery for events. It contextualizes the distinctive parameters and exigencies of crisis management for events and thereby sets up the ground for generating specific theory and evidence-based practice on this highly complex and emergent organizational landscape. It is emphasized that the event sector has to move now to integrated models of event management and develop event-focused frameworks for crisis management. This calls for a change in mind-set both in theory and praxis. The chapter outlines fundamental principles of a holistic mind-set and directions for determining requirements of effective crisis management and recovery, building resilience of event ecosystems and fostering their sustainable growth and prosperity. Overall, the chapter establishes firm foundations for reshaping the event sector utilizing complex-systems theory, resilience principles and the event portfolio perspective as a way to nurture a holistic mind-set on crisis management for events.

2. Crisis: The juncture of stability and development

The second chapter, by O'Toole, takes an evolutionary view on the development of the event sector identifying its dynamic and self-organizing characteristics that create five phases in the sector maturity. This is described by the Events Sector Maturity Model, which considers development as an emergent result of the complexity of events and event management. Within his context, a crisis is one of the factors and stimuli that have helped create a development model for events. The logics underpinning this chapter are that 'normal' in a complex system, such as the event sector, over time is dynamic and, moves through phases determined by self-organization and survival combined with the globalization of the sector. Instead of using business crisis management tools, the chapter examines the phenomenon of crisis as a disruption that opens up many opportunities for events. It is argued that a major crisis such as the pandemic may allow the more agile and creative events and event teams an inflexion point to move the sector into an innovative phase with wide diversity of unique events. This realist and optimistic perspective suggests that a crisis for events stands at the juncture of their stability and flexibility/adaptation and standard risk management can be applied as the management of opportunities. Therefore, more broadly crisis management can be viewed as the treatment of emerging opportunities and the analogous adaptation of events.

3. From risk to resilience: Contemporary issues in event risk management

The chapter by Ashwin provides an analysis of contemporary insights into how event organizers and industry professionals approach risk management, decision-making, resilience, event team preparedness and readiness.

First, it discusses the interdependent constructs pertaining to socio-cultural theoretical perspectives of risk and how event organizers' perception of risk influences their approach to risk management and decision-making to prepare for and respond to adverse events. Following on, the second part of the chapter addresses two contemporary risks, both of which present potential for catastrophic impacts to the sustainability and viability of an event: (1) cyber-criminals who are increasingly focusing their cyber-attacks on vulnerable, event digital ecosystems given the upsurge of virtual delivery formats, and (2) domestic terrorism and the threat to events from homegrown violent extremists, domestic violent extremists and unaffiliated lone offenders.

4. Stakeholder management

This chapter, by Getz, presents concepts and principles for stakeholder management of events in a time of crisis, and how stakeholder management is an essential part of events recovery and resilience. It highlights that the very definition of stakeholders and the mapping of stakeholder relationships must evolve during a crisis. This is because stakeholders may be the cause of a crisis or differentially impacted through the phases of crisis response and recovery. Drawing from stakeholder salience and the parameters of legitimacy, power and urgency, the chapter contextualizes and delineates stakeholder mapping and subsequent strategies in event crisis management and recovery. It views mapping and strategies as situation-dependent and dynamic, requiring a flexible approach to stakeholder management during and after a crisis. Especially, it is emphasized that collaborative action becomes even more important in order to implement effectively response plans and maintain stakeholder relations when events are cancelled and re-scheduled.

5. Events employment: Crises' impacts and resolutions

Robinson and Jiang in their chapter look at how organizations and employees in the event industry respond to crisis. Particularly, they focus on organizational responses to crises that have deleterious impacts on their operations and revenue. The chapter first reviews pertinent literature about workforce impacts of crises and strategies to mitigate risks and build resilience. It summarizes this body of work and references emergent work treating the COVID-19 pandemic impacts before presenting case studies from two very dissimilar Australasian event organizations. Despite their differences, these businesses used remarkably similar strategies to respond and recover from the crisis. These are critically reviewed in conclusion before pondering future research opportunities.

6. Redesigning events in the post-COVID-19 crisis: A design thinking approach

The chapter by Campiranon focuses on design thinking as one of problem-solving methods which can be used to cope with crisis. It underscores the need to generate de-thinking, re-thinking and un-thinking of pre-assumptions

and mindsets. Specifically, the chapter discusses the role of design thinking during the COVID-19 pandemic to generate innovative solutions to address unique challenges in the events sector. It identifies a three-stage design thinking process that comprises inspiration (empathize and define), ideation and implementation (prototype and test). As indicated, event organizers need to have an action plan and an appropriate event method for each crisis management stage. It is also postulated that although virtual events have mostly been adopted during the crisis, they can be more effective in the post-crisis stage in order to achieve a higher level of engagement among participants. Design thinking is an important area for crisis management research in events. The chapter suggests that future studies can examine how organizers can redesign events by employing the latest technologies such as extended reality, which covers new and emerging technologies, including virtual, augmented, and mixed reality, to create immersive digital event experiences.

7. The future of events will be hybrid

The chapter by Brown explores the context of business events in relation to the evolution, development and benefits of virtual and hybrid events. It particularly examines the impact of COVID-19 on the event industry and the responding pivot to online events with designing virtual and hybrid experiences. It posits that hybrid events will be a cornerstone of this new event landscape. Given the sudden pivot to virtual events and expected growth in hybrid events, the chapter notes the lack of research on this area and the opportunity for academia and industry to collaborate to examine best practice for this new event context. Current trends and future directions of virtual and hybrid events are discussed as emerging from the COVID-19 pandemic crisis. The chapter highlights the considerable potential for developing this literature further and exploring hybrid events. Therefore event scholarship needs to keep an eye on how the event industry has been experimenting with hybrid events and provide best practice guidance and advice.

8. Response and recovery through event portfolio management: A case study from Des Moines, Iowa

This chapter by Singh and Olson takes the festival and event sector in Des Moines, Iowa as a case study to highlight the challenges of recovery and response to the COVID-19 pandemic. In particular, it examines how Des Moines's event portfolio management can position the city for effective recovery in the sector. It discusses how event organizers in Des Moines have been responding to the impact of COVID-19. The case study indicates that Des Moines should use effective event portfolio management strategies through the collaboration of its key stakeholders (attendees, local businesses, and event organizers) as a method for recovery and adaptation to the challenges presented by COVID-19. It is shown how Des Moines events have adapted within a portfolio context by implementing creative strategies to boost the

art, culture, and heritage of the region. The chapter provides suggestions to overcome the COVID-19 crisis by recommending forming an umbrella organization to brainstorm, share best practices, and build partnerships across the portfolio. This case demonstrates the potential of portfolio management as a crisis management tool for the event sector.

9. Sport clubs and event recovery in Sweden

The chapter by Armbrecht, Lundberg, Pettersson, and Zillinger is a national case study of the pandemic effects on sport clubs and events in Sweden. It provides a snapshot of the heavily affected event industry in Sweden during the pandemic. In this context, the study analyzes the consequences of cancelled events staged by sports clubs. It also describes important strategic reactions of sports clubs in response to the crisis alongside their adaptive capacities and vulnerabilities. It is shown that many sport clubs in Sweden have suffered in economically and non-economic terms during the COVID-19 pandemic. Sports clubs took different strategies, adapting and innovating events. Cancelled events have been identified as the main driver of lost revenues. The case reveals the strong relationship between clubs and events as clubs primarily rely on events for generating revenue. It is suggested that a common portfolio approach among different clubs can help in recovery and resilience of events through diversification and risk reduction during a crisis and development of collaborative strategies supporting the economic resilience among clubs. The study points that the pandemic might, in turn, lead to new travel patterns and changed environmental impacts with the need to create new sport events.

10. A chronicle of event postponement and reorganization: Coming back stronger

The chapter by Varveri and Ziakas describes the case of a national ballet competition in Greece that was postponed and re-organized as a virtual event during the pandemic. The case study throws light on how event organizers are responding to the crisis and adapting to the new conditions. It focuses on the empirical decision-making of event organizers to deal with the consequences of the crisis. It is shown that event organizers have to rely on their own abilities, resourcefulness and adaptability in order to stay in business. This case provides an example of organizers' adaptive thinking and methodical decision-making to re-organize the competition as a virtual event, as well as manage the human bond between the dancers and the audience within a virtual reality environment. Similar characteristics and requirements span across artistic, sporting, cultural and entertainment events with which such organizers can relate.

11. Agility in the events sector: A case study of a business event in Finland

This chapter by Gorchakova and Berdysheva presents a case study of a business festival organized in Turku, Finland, discussing analytically the decision-making process, stakeholder involvement and feedback, establish-

ment of a new *modus operandi* and a new event format. Underpinned by agile planning principles, it applies this approach to the context of the case study, drawing important implications for agile event management. This can serve as foundation for implementing innovative agile strategies in event crisis management and recovery.

12. Crisis management and recovery for events: Issues and directions

The last chapter, written by the editors, provides a concise conclusion to the book. It portrays the changing structural landscape of the event sector as a result of the pandemic crisis. It highlights that events have to learn to run under conditions of constant or episodic crisis and turbulence. A holistic mindset in crisis management needs to be developed to create tools and strategies for enabling the effective adaptability, recovery, and resilience of events. To this end, the chapter outlines the pillars of a holistic crisis management perspective that makes use of complex adaptive systems, event portfolio and resilience theories. It also sums up major issues in the crisis management of events and puts forward an integrative framework that brings together crucial elements and processes. Finally, the chapter discusses key trends and transformations of the event sector, and within this context, it suggests directions for future research.

Sum and substance: Breaking the void

In breaking the silence of event scholarship regarding crisis management and recovery, this book identifies and assesses the impacts of crises on events and explores strategies for effective response, recovery and resilience-building. In sum, this collection of papers, interviews and case studies fills a broad gap in the event management literature. It assembles contributions and insights from both academics and practitioners, thereby bridging theory and praxis. It combines cross-disciplinary approaches applied to different contexts and regions of the world. It thus sheds light on the complex subject matter of crisis management and recovery for events providing evidence that can inform event policy and practice. Ultimately, the book opens up avenues for future inquiries to build specific theory and intelligence on this complex subject. As the pandemic crisis made imperative to create knowledge on how to make events resilient, the book sets the ground towards reimagining and reconfiguring apposite perspectives, models and practices for the event sector.

Editors

Vassilios Ziakas, PhD, studies sport and leisure policy through an interdisciplinary lens that explores strategic linkages among sport, recreation, leisure, tourism and events. His primary emphasis is on strategic planning for obtaining a range of sustainable community benefits. Dr. Ziakas is the author of the monograph *Event Portfolio Planning and Management* (Routledge, 2014), co-author of *Event Portfolio Management* (Goodfellow, 2019), and co-editor of the *Routledge Handbook of Popular Culture and Tourism* (2018) as well as *Creating and Managing a Sustainable Sporting Future* (Routledge, 2019).

Vladimir Antchak, PhD, is Senior Lecturer in Applied Management at the University of Derby, UK. His research interests focus on event portfolio design and management, event experience, placemaking and strategic storytelling. He has over ten years of experience in events management, including organisation of business forums and conferences, cultural exhibitions, international business visits and presentations.

Professor Getz is editor in chief of the book series *Events Management Theory and Methods* by Goodfellow Publishers. Dr. Getz is Professor Emeritus, the University of Calgary, where he worked in the Haskayne School of Business from 1991 through 2009. Following his retirement he held part-time research positions at the University of Queensland (Australia), University of Stavanger (Norway), and the University of Gothenburg (Sweden). He has authored and co-authored numerous papers related to events and tourism and a number of relevant books including *Event Studies*, *Event Tourism*, *Event Evaluation*, and *Event Impact Assessment*.

Contributors

John Armbrecht, PhD is affiliated to the Centre for Tourism and researcher at the School of Business, Economics and Law at Gothenburg University. He received his PhD in marketing and has published research on experiential and non-use values within empirical fields such as cultural tourism, cultural economics and event and festival management and economics.

Peter Ashwin is one of industry's leading authorities on risk management and security to enable event organizers to meet the challenges of today's complex and uncertain world. He has led multi-national teams in seven countries over six Olympic Games (2000 – 2012), 2015 Baku European Games (Azerbaijan), 2015 ICC Cricket World Cup, 2010 G8/G20 Summit (Toronto) and a number of iconic festival and events across North America. He is a former Australian Army special forces officer who now calls Montreal, home.

Ekaterina Berdysheva is an MSc in Economics and Business Administration from the Turku School of Economics and a finance and project management professional with experience from international organizations like the Finnish Consulting Group and IF P&C. She is currently a board member of Boost Turku Entrepreneurship society, which is the founder of SHIFT Business Festival. Ekaterina was in charge of international development at SHIFT Business Festival in 2020 and was involved in developing marketing campaigns, international sales strategy and productization. Ms. Berdysheva is a guest lecturer at Business School of Åbo Akademi in Turku, Finland, and the University of Derby, UK.

Tim Brown, PhD, is Programme Leader of Events Management and Senior University Teaching Fellow at the University of Chester, UK. Tim's research interests include charity fundraising and charitable events, events management operations, experiential learning, event marketing and promotion, event technology, and the economic and socio-cultural impacts of events.

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Valentina Gorchakova, PhD, is an experienced academic and marketing professional. She obtained a MA in International Relations from St. Petersburg State University and worked in business, not-for-profit organisations and the UN Development Programme before returning to academia several years later. Valentina is currently a Senior Lecturer and Programme leader of an online Business and Management BSc programme at the University of Derby, UK. Her major research interests lie in the areas of destination management, visitor experience and behaviour, cultural and urban tourism, and leadership.

Yawei Jiang is a PhD candidate in the Business School of The University of Queensland. Her research focuses on small business resilience in the face of extreme weather events. She has published several academic articles in peer-reviewed journals as well as book chapters in the relevant field. Her research interests include strategic management in tourism crisis and disasters, organizational recovery, and resilience in managing environmental uncertainties, and risk communication strategies for tourism destinations.

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Tourism Management, Journal of Sustainable Tourism, Scandinavian Journal of Hospitality and Tourism Management, and Event Management.

Eric D. Olson, PhD, is an Associate Professor, Program Director for the Event Management Program, and Event Management Director of Graduate Education in the Department of Apparel, Events, and Hospitality Management at Iowa State University. His research focuses on LGBT+ tourism and events and customer evaluation of service encounters and service recovery.

William O'Toole is an events development specialist. He has worked in over 20 countries developing their events strategies, specific event development advice and event/festival audits, curriculum development and professional training of event teams in risk and project management. His latest textbooks are *Risk Management for Events* (2021) and *Crowd Management: Risk, Security, Health* (2020). He developed the courses and teaches Masters (Event Management) in France, USA and Australia. Bill began his career creating and managing concerts, festivals and special events around the world.

Robert Pettersson holds a PhD in Human Geography and is an Associate Professor in Tourism Studies. He works as director at the ETOUR Research Centre at Mid-Sweden University. His research focuses on event and destination development, tourism trends and tourism as a catalyst for regional development. Dr. Pettersson has a close relation to actors outside academia after several years as the head of the external relations office at the university. He also has many assignments in external boards and groupings.

Richard N.S. Robinson joined the University of Queensland in 2005. He has taught undergraduate and postgraduate courses in hospitality, tourism and event management, and professional development. His research projects, many nationally and internationally funded, explore tourism, hospitality and event workforce policy and planning, skills development, foodies' travel and event behaviours, and designing and evaluating education programs. He currently holds an Advance Queensland Industry Research Fellowship, to develop a tourism workforce crisis resilience and recovery strategy.

Smita Singh is currently a Ph.D. candidate in the Department of Apparel, Events, and Hospitality Management at Iowa State University. Her research focuses on event technology and destination marketing.

Danai Varveri, PhD, is a researcher of sport policy and Managing Director of the National Classical and Contemporary Dance Competition held annually in Greece. Her work is dedicated to enable the sport sector to increase its potential as a social, health and economic driver and her expertise lies on promoting sport-for-development programs for active living and well-being.

Malin Zillinger is a human geographer, affiliated to Lund University and the tourism research institute Etour at Mid Sweden University. Her work is devoted to digitalization within the tourism system, events, innovation, and tourist information search. She has been dedicated to themes related to risk and risk management and in 2020, this interest was related to the pandemic that strongly hit all sectors of the tourism industry. Zillinger is enthusiastic in knowledge sharing with actors outside academia.