EMTM

EVENTS MANAGEMENT THEORY AND METHODS SERIES

THE DARK SIDE OF EVENTS

Navigating Corruption and Risk Management

WILLIAM O'TOOLE

The Dark Side of Events

Navigating Corruption and Risk Management

William O'Toole

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The Events Management Theory and Methods Series

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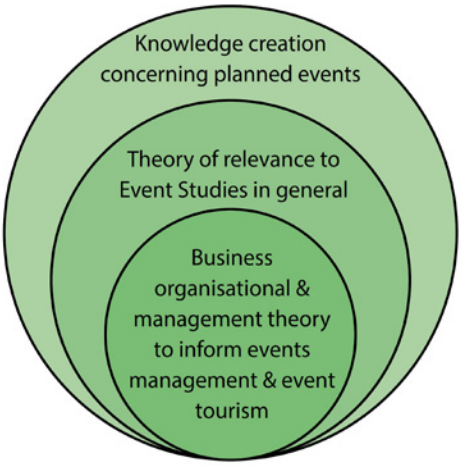
Introduction to the Events Management Theory and Methods Series

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 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.

A note from the author

This book was an inspiration after reading the Indian report on the Commonwealth Games. How did the well known, highly experienced companies get involved in this event quagmire? I knew some of the people involved and mentioned in the report. It is clearly written and makes no apologies. It can be seen as a manual of what not to do. This honesty is to be praised. Almost every form of corruption is found. The next inspiration was the Rio Olympics, I knew quite a few people from that region and they were disgusted at the corruption. Then I asked a few of them if they had ever slipped some money to a traffic cop. "Of course" was their reply. I walked away thinking that this huge corruption has been facilitated by petty street corruption. If people are used to small time facilitation payments, then a large scale bribe is just a matter of opportunity.

You will note that many of the standards used in this book are recent such as ISO 37002:2021, AS 8001-2021. It seems that it all developed quickly over the last years. At first there are specific country laws such as UK Bribery Act 2010, then the international convention that had been signed is enacted, then standards are created and the various companies and government department and local authorities adapt these standards to their circumstances.

When I started this research the anti-corruption and fraud policies were few and far between. Suddenly, in the space of less than a year, the web search went from a few hits to multiple pages. This uptake is remarkable.

The next step, I predict, is for all those entities to expect the companies they deal with to be aware of the standards, the issue of corruption and have an anti-corruption policy. It is mapped out in Figure 1. This includes event teams, event companies, boards, public festivals, conferences, venues, suppliers and more. All these can consult this book. Of course the information must be adapted

to the special circumstances of the particular event. But the information and the references are there.

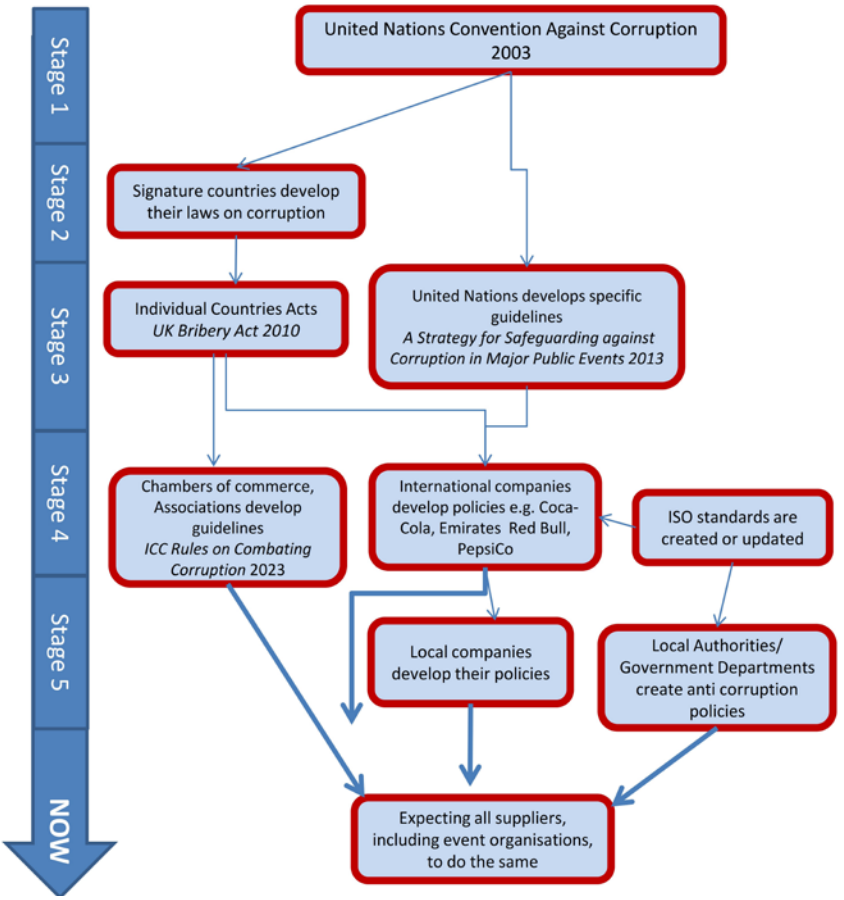


Figure 1: The timeline of combatting corruption requirements

Perhaps the most interesting aspect of writing this textbook manual was the lack of information coming in from event and festival organisers around the world. I asked, many times and received very little. But I knew from working in the events sector in over 50 countries, this was a real, ever present and ubiquitous issue. Some asked me why I was writing this, why bother? In my experience, this type of reluctance indicated the need for the book.

I knew in a few years they will be searching for information. It won't be long before proof of combatting corruption will be a

requirement to bid for events or to work with sponsors and local governments. What I have written is to help them through this new confusion. As can be seen by the reference list, there is copious information and, to wade through it all will not help put on that event. With the stories, I have tried to make it as engaging as possible. It is actually not hard once the basis is understood. Really, it is plain ethics. Hence the many quotes from religions.

Over the years I have written about the events industry. It followed a path. From hands-on creating and managing a lot of special events, festivals, concerts around the world, I wrote about staging, logistics, the site and risk. Next step was a textbook on adapting project management to events. Using the project management model, I suggested the idea of the Event Management Body of Knowledge (EMBOK). From that it was a textbook on developing events and event strategies. Then back to risk management and crowds.

My conclusion from this experience was that the event sector over time could be described by a Maturity Model. It has followed many other professions and industry sectors. In one country, where I worked, it went from almost no public events to 12 public festivals around the country, each one worth hundreds of millions of USD.

At all times I was working developing events and event competency around the world, crossing borders, working in all kinds of cultures, cities and countries. It was a delight as I worked with the local people, creative people of high integrity, who want to make a difference, to help people celebrate life.

It is for them that I write about preventing corruption. As I write in the book, to corrupt means to take something good and make it bad. The event sector is a victim of its own success. It is a target. From the corrupt politicians to the petty criminal, they realise there is opportunity in events. They are moving in and we should be prepared. This textbook/manual is then the next stage in the event sector Maturity Model. It is absolutely necessary for the modern event world.

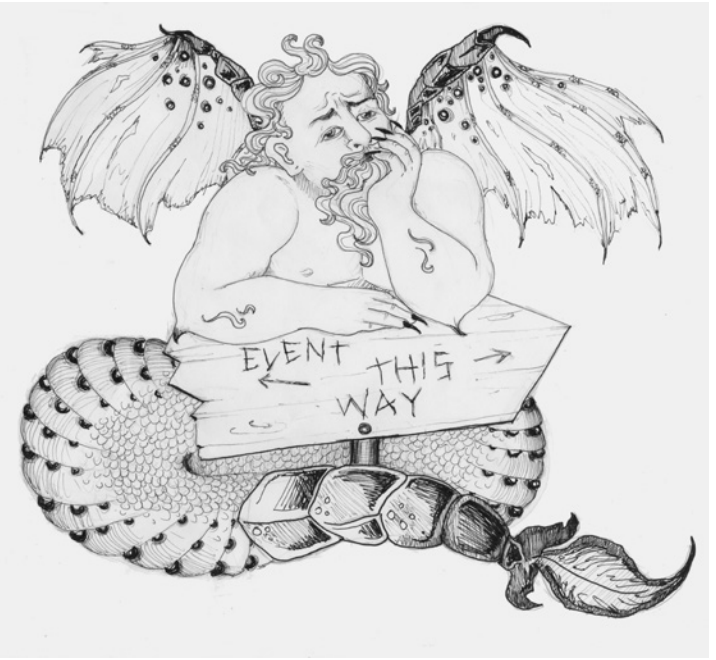
Thank you to Gracie Geikie of placeborneo.com, Katie, Steve Schmader, Di Henry, the ICAC and to the current and aspiring events people who attended my workshops in Uganda, Scotland, Sudan, Switzerland, Liberia, Abu Dhabi, Dubai, Canada, Qatar, KL, Aqaba, Bahrain, South Africa, Singapore, France, Kenya and most of the cities in USA, Australia, Saudi Arabia and New Zealand. Your expertise, integrity and passion have inspired me to write this book.

About the Author

William O'Toole is a global expert in event management. He began his career organizing concerts and tours in countries such as India, China, Russia, Nepal, Pakistan, and the USA. Concurrently, he founded an agency that pitched event concepts and managed events for both corporate clients and governments, including festivals, special events, product launches, and staff incentives. Drawing from this extensive experience, William authored the first international textbook on festival and event management, introducing the crucial topic of risk.

When the first risk standard was released, William proposed to the government that he train event teams in risk and project management. This standard was the basis of the ISO 31000, a standard now used worldwide. William has since worked as an events development consultant and trainer in over 30 countries, including Saudi Arabia, Jordan, Scotland, Liberia, the UAE, and South Africa. He also initiated the Event Management Body of Knowledge and was honoured as the 2018 inductee to the Hall of Fame by the International Festivals & Events Association for his significant contributions to the global development of festivals and events.

William has written and co-authored five international textbooks on event management, which have been translated into six languages. Currently, he teaches at the Master's level in France, Switzerland, and the USA.



"Ecco la fiera con la coda aguzza,che passa i monti e rompe i muri e l'armi! Ecco colei che tutto 'l mondo appuzza!".

"He's the beast whose poison none escapes. He breathes and soon the whole world falls into fever"

Clive James' rendering of Canto 17 first lines. Dante describes the Geryon or fraud, with the face of an honest man and the tail of a scorpion.

The beast, Geryon, is their guide to the last circle of Hell, Malebolge, the ditch of fraud, before they reach Inferno.