

Crisis Management and Recovery for Events Supplementary questions

4: Stakeholder Management

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1. What is the difference between an incident and a crisis? Provide definitions of both these terms, and give event-related examples that specify the types of stakeholders involved.

A short answer is possible, merely distinguishing between an 'incident' as being a short-lived accident, injury, disruption or threat for which best practices in contingency planning and emergency response are applicable, and a 'crisis' that is either externally imposed or generated internally that requires longer-term response and broader stakeholder engagement. A good answer would specify both internal and external stakeholders, as there are likely to be many more external stakeholders for a crisis.

2. Explain the concept of 'stakeholder salience' and how it relates to crisis management. Be sure to discuss the dynamic nature of stakeholder relationships during a crisis.

It is necessary to explain salience in terms of power, legitimacy and urgency – each term to be defined and ideally examples given in the context of a crisis; the nature of the crisis should be explained. The second part of a full answer is a discussion of how stakeholders and relationships with them might change during the course of a crisis, with particular emphasis on emerging threats ('dangerous stakeholders') and the necessity of ensuring support. Ongoing engagement with audiences and customers will be necessary. These will evolve during response, recovery and resilience planning.

3. Illustrate with a diagram the main strategies that events and organizations can employ for stakeholder management during a crisis and recovery.

The basic strategies are to defend against threatening stakeholders, attack, or aggressively pursue collaboration and support from supporters and allies, and to monitor. Examples should be given that indicate an understanding that strategies have to be related to the power, legitimacy and urgency of stakeholders and that these are dynamic during a crisis. A very good answer will discuss emerging strategies related to virtual and hybrid events which require different forms of stakeholder collaboration including altered supply chains.

4. Discuss this statement: Building resilience for the events sector and for individual events will require more coordinated leadership, closer ties between professional and industry associations, and new forms of stakeholder collaboration. Define your terms, and include both an introduction and concluding statement.

This is an essay-type question requiring a long, well argued answer. The simple approach is to agree with the statement and refer to major points contained in this book. A more difficult answer would be to disagree. Resilience will have to be defined and elaborated upon, with a good answer discussing resilience for both individual events, event organizations, and event portfolios or populations. Recovery and resilience are not the same, so examples should be provided to differentiate these terms. The essence of resilience is the capacity to survive and/or recover from a crisis or threat, and it should be recognized that individual planned events are essentially vulnerable to many threats.

Answers should elaborate upon each of the three themes: leadership; associations, and collaboration. Somewhere in the discussion collaboration and 'closer ties' should be linked to the event portfolio concept. Examples should be given of how stakeholders might collaborate one to one or within networks and portfolios, such as sharing (what exactly?), joint marketing and lobbying, coordinating, etc. The best answers will discuss leveraging and governance within portfolios or other forms of collaboration.