

# **Crisis Management and Recovery for Events**

## **Supplementary questions**

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

**D. Varveri & V. Ziakas**

**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.