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A SYSTEMATIC REVIEW ON CRISES IN THE EVENT BUSINESS

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ABSTRACT

While the events business significantly contributes to various sectors, its inherent instability demands extra attention. The event business is considered unstable due to its susceptibility to numerous factors, including political or social issues, changing regulations, inadequate risk management, and unforeseen circumstances. Crisis, as part of unforeseen external factors, stands out as a prominent and threatening force. This study systematically reviews common crises in the events business by synthesizing and analysing relevant research and scholarly articles. Through the Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA), a systematic review protocol, this study ended up with a content analysis of 14 academic papers focused on various event-related crises. Followed by thematic coding, the study reveals that different countries may face unique crisis situations. The study emphasizes the critical importance of quick and strategic planning for managing crises, encompassing unforeseen events like COVID-19, terrorist attacks, shark incidents, and earthquakes. Effective crisis management plans are essential for event organizations to navigate future challenges and enhance resilience. Regardless of location, event planners must prioritize crisis management and resilience strategies to safeguard the benefits of the events business. This systematic review paper provides valuable insights into common crisis issues, their impacts on the event industry, essential responses to crises, and practical strategies employed by event planners. It also serves as an invaluable resource for professionals in the field.

Keywords: Crisis management, Event business, Event planners, Systematic literature review.

INTRODUCTION

The event industry is a critical economic contributor in many regions worldwide (Perold et al., 2020). Its capability to provide substantial economic benefits, such as generating revenue, creating jobs, and promoting tourism (Khlystova et al., 2022; Perold et al., 2020), makes it a key business sector for the country (Liu-lastres et al., 2021). In addition to economic contributions, events play an essential role in community development and social connections. They create opportunities for people to come together, celebrate, learn, and engage in meaningful ways. Particularly, the effect of social cohesiveness brought by events is important in building connections, promoting inclusivity, and contributing to the overall well-being of individuals and communities (Skoultos et al., 2020). In addition to social cohesiveness, the success of an event also has the potential to improve the social status of the nation. For example, the success of a sports event could create a phenomenon, thereby enhancing the status of the nation (Kaplan, 2013). Thus, the influence of events extends far beyond their immediate occurrences, leaving lasting impressions on the social, economic, and even geopolitical landscapes. Other than those influences, a successful event is also regarded as a tool to boost destination image (Andersson et al., 2021; Pahrudin et al., 2023), a catalyst for image makers (Mxunyelwa & Mangisa, 2018) as well as an improvement for the brand name of the destination (Trošt et al., 2012).

Despite its numerous benefits, the event industry is vulnerable to various crises that can have significant negative impacts. These crises include natural disasters such as hurricanes, earthquakes, and floods, as well as crises such as pandemics, political unrest, and terrorism. Such events can result in financial losses, reduced attendance, and reputational damage (Khlystova et al., 2022). Therefore, event organizers and stakeholders must prioritize crisis management and resilience strategies to mitigate these crises and ensure the sustainability of the industry. Improper management of events can result in negative attention that undermines their benefits (Baxter et al., 2018). The event industry requires careful consideration for continuation, further postponement, or cancellation, which could lead to additional losses (Zakirai@Zakaria et al., 2022). However, in a crisis, event planners must determine the optimal time to resume their event business. Making an informed decision about the appropriate time to resume events after a crisis not only helps to control it but also minimizes the financial losses and operational burdens faced by event organizers, promoters, businesses within the extended supply chains, and the numerous livelihoods that rely on them (Coles et al., 2022). Hence, this study aims to explore the following objectives: i) to identify and describe the types and impact of crises that commonly occur within the event business; ii) to investigate how event planners have responded to crises in the past; and iii) to conduct a systematic review of the strategies used by event planners to handle crises.

Before proceeding with the next section on how the authors are addressing the research objectives, it is important for the authors to highlight the contribution of the study. Highlighting the contribution of the study is crucial as it provides context for the research, guiding readers on the significance of the study and setting expectations for key insights. The discussion on the study's contribution also establishes the originality of the research by pinpointing gaps in the existing literature that the study aims to fill, demonstrating scholarly rigor and thoughtfulness. Moreover, clearly stating the contribution enhances the credibility of the research, justifying resource allocation and showcasing the study's value in contributing new insights or perspectives to the academic conversation.

Study Contributions

This study contributes in several ways. Firstly, it provides a comprehensive review of the widespread problems that occur during crises in the event business, offering a holistic understanding of the types of crises that commonly arise. The nature of a systematic review paper itself also allows for the development of a better understanding of the discovered topic (Liberati et al., 2009). Coles et al. (2022) verified that crises may vary across countries and event locations, considering that event locations differ due to each event having its own objectives and requirements. Therefore, it is essential for event planners to recognize that different localities and regions may be exposed to and experience diverse types of crises. For example, Italy has experienced earthquakes (Pasquinelli et al., 2019), and the United Kingdom has faced terrorist activities during event, such as bombings (Baxter et al., 2018). Major events like the 1972 Olympic Games in Munich, the 1996 Atlanta Olympic Games, the 2013 Boston Marathon, and the 2016 UEFA Championships were also linked with terrorist activities (Baxter et al., 2018). As crises are always unexpected, actions taken by these crisis-experienced event planners must be observed and learned. Learning to anticipate and effectively manage potential crises enables event planners to respond proactively to future risks (Aziz et al., 2022).

Secondly, this study supports Sigala's (2020) suggestion to enrich more studies and manuscripts on how past event planners responded to crises. While some companies choose to respond independently, many opt for collaborative efforts such as seeking partnerships and alliances with other organizations. Collaboration allows them to collectively tackle challenges (Klößner et al., 2023) and the reciprocal effects of their actions on other regions (Hemmonsby et al., 2021). Hence, this study provides a compilation of responses taken by event planners during a crisis, depending on how crises affected their business. Besides, the fragility of the event industry during times of crisis highlights the need for a more focused study on crisis management, leading to the development of new and innovative strategies for the industry during unprecedented crises (Dillette & Ponting, 2021). Linked to the above studies, it is evident that, prior to the crisis, there is an urgent need to develop suitable resilience strategies to prepare for uncertain crises in the future (Hemmonsby et al., 2021).

Coles et al. (2022) verified that, in comparison to other components of the tourism, hospitality, and leisure industries, early interventions and support for events during and after the crisis were inadequate and not provided quickly enough, leading to a late start within the industry. Delayed and improper crisis management will worsen the damaging effects of the crisis on the event industry (Zakirai@Zakaria et al., 2022). While other researchers focus on crisis management in destinations (Liu-lastres et al., 2021; Todman-Lewis, 2017) and crisis management in the tourism business in general (see for example Dwivedi et al., 2023; Martens et al., 2016; Yang et al., 2021), the event industry has received limited dedication. Therefore, this paper attempts to provide materials related to crisis management in the event business.

Other than the practical contribution, this paper adds another literature perspective to the systematic literature review (SLR) approach in the event field. There are several existing publications in the event business that have produced papers using the SLR approach. For example Wee et al. (2021) and Ramely et al. (2022) used SLR in the context of green event practices. Mair et al. (2021) explored about social impact of mega-events; Gonçalves (2021) investigates into social media marketing in events; and Annear et al. (2022) investigated the quality of mega events. Other researchers, such as Chutipongdech and Kampitak

(2022) and Kersulić et al. (2020) explored the impact of sports events. SLR approach indeed a widely used approach in expanding the knowledge related to certain niche area. The SLR approach is indeed widely used in expanding knowledge related to certain niche areas. Researchers consistently using SLRs develop a better understanding of their niche area, staying updated with recent trends, and providing evidence for policymaking (Liberati et al., 2009). Hence, this paper truly contributes to the body of knowledge and serves as a stepping stone for others to understand more about crisis management in event management.

LITERATURE REVIEW

A crisis in the event business is understood as an unexpected, publicly known, and harmful event that threatens the safety, security, or success of an event (Klöckner et al., 2023). This can include natural disasters, medical emergencies, technical failures, security breaches, or any other incident that may pose a risk to attendees, staff, or the event itself. A crisis can also refer to situations where the event faces financial, reputational, or legal challenges that require immediate and effective action to mitigate the impact and protect the stakeholders involved. Effective crisis management requires careful planning, clear communication, and swift action to minimize the impact of the crisis and ensure the safety and well-being of everyone involved.

While there may be variations in how a crisis is defined, most scholars agree that a crisis is a sudden situation that poses a significant threat to the organization's reputation, operations, or stakeholders (Dillette & Ponting, 2021). It requires timely responses. The delay in handling them presents an elevated risk to the business and attracts significant media and public attention (Morgan et al., 2021). Managing crises or disasters in events is a complex and unique process, as they are often unexpected. Disasters can have a devastating impact on an event, causing not only significant shock but also extensive damage to the physical identity and socioeconomic fabric of the affected area (Pasquinelli et al., 2019). Due to its complexity, Coles et al. (2022) stated that it is not always possible to fully anticipate crises based on the existing body of knowledge. Therefore, event planners must proactively identify potential risks and develop plans to address them before they occur to minimize the impact of a crisis or disaster. Liu-lastres et al. (2021) stated that it is necessary for all event planners to be fully aware of crisis management plans. An example of a plan would be covering areas such as emergency response, customer relationship management, and insurance. The most common and instant plan in managing a crisis was event cancellation and postponement.

However, postponement or cancellation of events, particularly during a crisis, can have adverse impacts on event organizers, host destinations, participants, and the local community (Morgan et al., 2021). In addition, shutting down event operations will also lead to employees losing their jobs, affecting the economic and social growth of the country, as the event business is a significant source of revenue (Zakirai@Zakaria et al., 2022). Cancelled events are considered a type of event failure (Perić & Vitezić, 2019). Crisis management often encompasses diverse perspectives, as event planners and stakeholders may have distinct priorities, objectives, and perceptions, which can influence how they approach and respond to a crisis (Pappas, 2019).

Theoretical Concern within Crisis Management Studies

Sharma et al. (2021) argue that resilience is a crucial approach in crisis management to ensure stability and adaptability in the face of various risks, including natural disasters and emergencies. The adoption of a resilient approach allows businesses to better prepare and respond to unexpected crises, enabling them to bounce back more quickly and effectively. This, in turn, helps ensure their long-term survival and success, even in challenging circumstances. The resilience adaptive cycle proposed by Lew et al. (2020) consists of four phases: re-organization, growth, consolidation, and collapse. The re-organization phase involves embracing innovation and creativity to adapt to a new context. During the growth phase, organizations exploit opportunities that arise from their innovations. The consolidation phase focuses on establishing fixed institutions and rules to ensure continued success. The collapse phase indicates a failure to sustain what was achieved in the previous phases. However, it is important to note that not all systems necessarily go through all four phases. In some cases, organizations may successfully navigate the earlier phases and sustain their growth and success over time without experiencing a collapse phase (Hemmonsbey et al., 2021). Therefore, to gain further insight into what has been presented in the resilience adaptive cycle, this paper addresses the following research questions: What types of crises commonly occur in the event business, how do they impact the industry, and what strategies have event planners historically employed to respond effectively and mitigate their impact? The upcoming methodology section explains how the authors of this paper endeavored to answer the formulated research questions

METHODOLOGY

The nature of this paper is a Systematic Literature Review (SLR). SLR is a process that allows the collection of relevant evidence on the given topic that fits the pre-specified eligibility criteria, providing answers to the formulated research questions (Mengist et al., 2020). Hence, this section outlines the approach employed to gather articles related to crisis management in events. The authors utilized the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) method, an established standard for conducting systematic literature reviews. PRISMA provides a structured framework to ensure a comprehensive and transparent review process, involving key steps such as finalizing article selection, establishing inclusion and exclusion criteria, reviewing process steps, and data abstraction and analysis.

The first step was finalizing the articles, where the authors identified the relevant resources and databases for systematic review. The databases selected for this study are Google Scholar, Scopus, and Science Direct. The second step entailed setting inclusion and exclusion criteria (see Table 1), determining which articles would be included or excluded based on their relevance to the research objectives outlined in this study.

Table 1

Inclusion and Exclusion Criteria

Criteria	Inclusion criteria	Exclusion Criteria
Literature type	Open access / Empirical articles / Full paper Subscribed journal	Non-empirical articles Exclude conference proceedings, commentaries, editorial viewpoints, book chapters
Publication timeline	2018-2023	Published before 2018
Language	Written in English	Non – English language papers
Nature of the study	Focus on the crisis management	Not focus on the crisis management

The third step involved a review process consisting of four stages, conducted from April to May 2023. In the first stage, authors identified keywords for the article search process. To finalize the keywords, the authors referred to common terms used in previous studies, ensuring that these keywords were relevant to both crisis management and the event business. The list of keywords used in this study is presented in Table 2. Throughout the search process, the same keywords were employed for Google Scholar, Scopus, and Science Direct databases, resulting in a total of 175 articles. The second stage was screening, which, out of the 175 articles reviewed, a total of 114 articles were removed, leaving 61 articles for the third stage. In the third stage (eligibility), all 61 articles were assessed. After careful examination, 48 articles were excluded as they did not meet the inclusion criteria. The last stage of the review resulted in a total of 13 articles that were used for the qualitative analysis (see Figure 1).

Table 2

Search Keywords According to the Database

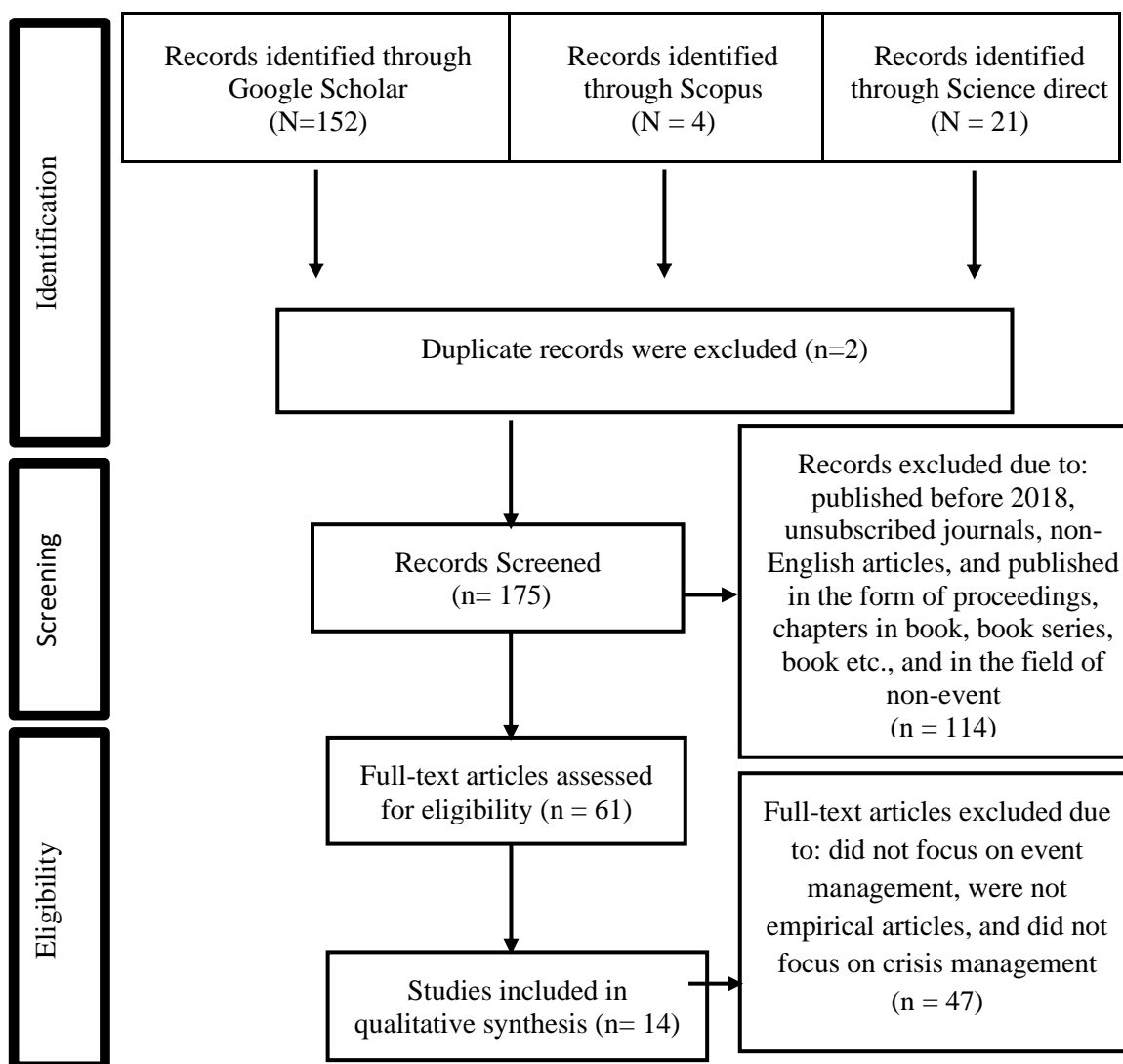
Database	Keywords used
Google Scholar	"crisis management" OR "disaster management" OR "catastrophe management" AND "event company" OR "event operator" OR "event organiser" OR "event planner"
Science Direct	("crisis management" OR "disaster management" OR "catastrophe management") AND ("event company" OR "event operator" OR "event organiser" OR "event planner")
Scopus	TITLE-ABS-KEY("crisis management" OR "disaster management" OR "catastrophe management") AND TITLE-ABS-KEY("event company" OR "event operator" OR "event organiser" OR "event planner")

The fourth step involved data abstraction and analysis, where the remaining 14 articles were thoroughly assessed. Efforts were concentrated on specific studies that directly addressed the formulated research objectives. The data were extracted by initially reviewing the abstracts, followed by a comprehensive examination of the full articles to identify appropriate themes and sub-themes. Qualitative analysis was conducted using content analysis to identify themes related to crisis management in events. The authors identified themes that were frequently discussed in the previous articles. For this study, three common topics emerged: the impact of crises on the event business, event planners' responses to crises, and strategies

used by event planners to handle crises. To ensure the study's meaningfulness and informativeness, each topic was organized according to its respective themes and subthemes.

Figure 1

The flow for the study (Adapted from PRISMA, 2020)

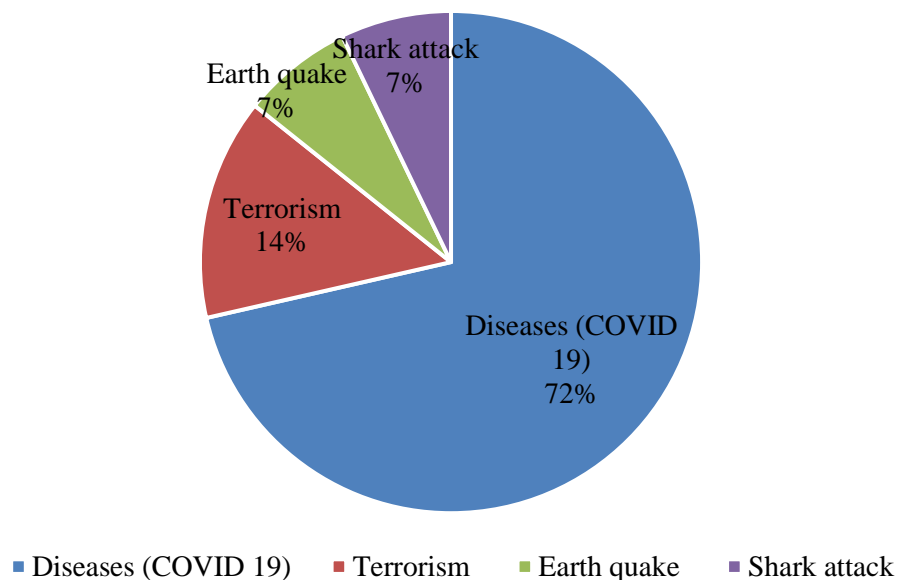


RESULT

A comprehensive content analysis was conducted on publications from prominent databases including Google Scholar, Scopus, and Science Direct, spanning six years (2018-2023). The findings shed light on the types of crises that frequently impact events. The analysis revealed four specific types of crises with significant repercussions on events: COVID-19, terrorism, shark attacks, and earthquakes (Figure 2). A noteworthy observation from the content analysis is the disproportionate attention given to COVID-19 in publications related to crisis management. The majority of the analyzed publications (72%) placed a greater emphasis on COVID-19 compared to other types of crises. In contrast, other crises such as earthquakes (7%), shark attacks (7%), and terrorism (14%) received comparatively less attention. This discrepancy can be attributed to the localized nature of these crises, primarily impacting specific destinations or regions without significant global repercussions. Consequently, researchers and professionals have directed less focus toward these specific types of crises compared to the all-encompassing impact of COVID-19. The rationale behind this divergence in attention lies in the understanding that crises with limited geographical scope may not generate the same level of urgency or relevance for a global audience. This emphasis on COVID-19 in crisis management publications aligns with the views expressed by Perold et al., (2020) who characterized COVID-19 as an unparalleled crisis demanding a substantial humanitarian response.

Figure 2

Percentage of Studies According to Types of Crises



Upon further review of 14 targeted articles on crisis management, three predominant themes consistently emerged and were extensively addressed. The articles consistently delved into the impact of crises on events, the responses of event planners when faced with crises, and the strategies employed to build resilience in the face of such challenges. These three critical themes are thoroughly discussed in the subsequent section and provide valuable insights into effective crisis management practices in the event industry (see Table 3 for summary).

Table 3 presents a compilation of key findings from relevant studies on crisis management in the event industry. The table includes information on authors, countries studied, types of crises, the impact of crises,

responses to crises, and strategies employed. The studies encompass a diverse range of countries and crises, shedding light on how different regions handle various challenges.

In critically analysing Table 3, four notable aspects emerge from the compilation of findings on crisis management in the event industry. This table serves as a valuable snapshot of the diverse challenges faced by event planners across different countries and sheds light on how these regions respond to various crises. One prominent point noticed in Table 3 is about the observation is the geographic diversity represented in the studies. The inclusion of countries such as Pakistan, the United Kingdom, the United States, Poland, South Africa, Korea, Italy, Australia, Malaysia, Denmark, and Canada showcases a broad spectrum of global perspectives. This diversity suggests that crisis management is a universal concern in the event industry, irrespective of geographical location.

Table 3

Main Findings

Authors	Countries	Crisis	Impact of crisis	Responses to crisis	Strategies
Aziz et al. (2022)	Pakistan	COVID-19	/	/	/
Baxter et al. (2018).	United Kingdom	Terrorism	/	/	/
Coles et al. (2022).	United Kingdom	COVID-19	/	/	/
Dillette & Ponting (2021)	United States	COVID-19	/		/
Falecki (2020)	Poland	Terrorism	/	/	/
Hemmonsby et al. (2021)	South Africa	COVID-19	/	/	/
Kim (2021)	Korea	COVID-19	/		/
Morgan et al. (2021)	Australia	Shark Attack	/		/
Pasquinelli et al. (2019)	Italy	Earthquake			/
Perold et al. (2020)	South Africa	COVID-19	/		
Rashid & Ratten (2020)	Pakistan	COVID-19	/		/
Sivadasan & Salleh (2022)	Malaysia	COVID-19	/		
Klößner et al. (2023)	USA	COVID-19	/	/	
Liu-lastres et al. (2021)	Denmark,USA, Canada	COVID-19	/	/	/

DISCUSSION

The following section explores into a comprehensive examination of the impact of crises on the event industry, focusing prominently on the effects of COVID-19. This exploration includes an analysis of various crisis types, with COVID-19 emerging as a predominant influence, leading to event cancellations, disruptions in operations, and substantial challenges for event planners worldwide. The discussion unfolds into an exploration of event planners' responses during crises, showcasing adaptive measures, self-reliant approaches, and integrated responses. Furthermore, the discourse explores the strategies employed by event planners to handle crises effectively, encompassing partnerships, transparent communication, innovative revenue approaches, customer relationship management, and the establishment of event safety protocols. The examination also highlights the significance of a local-centric approach and the contextual dependency of security measures during major events. By delving into these critical themes, this discussion

aims to offer valuable insights into best practices for crisis management within the dynamic and resilient realm of the event industry.

Crisis Impacts on Event Industry

This paper critically examines the impact of crises on the event industry, centering its attention on the profound effects of COVID-19. Among the four types of crises analyzed, COVID-19 emerges as the most significant impactor. The repercussions encompass event cancellations, postponements, disruptions in supply chains and operations, and the imposition of bans or restrictions on previously planned events. Notably, the study by Hemmons et al. (2021) highlights a case where a planner decided to permanently terminate operations due to the enduring effects of COVID-19. It is crucial to note that the detrimental effects of COVID-19 on the event industry are widespread, transcending specific geographical locations.

Multiple studies conducted by (Aziz et al., 2022; Sigala, 2020; Sivadasan & Salleh, 2022; Zakirai & Zakaria et al., 2022) support this observation. Irrespective of their business locality, event planners and organizers have grappled with the adverse consequences of the pandemic, testing their resilience and necessitating adaptation to unprecedented challenges. Beyond COVID-19, terrorism emerges as another crisis leading to event postponements, operational diversions, and prohibitions on hosting events in targeted areas. Concerns about public safety compel event organizers to reschedule or divert resources for enhanced security measures (Baxter et al., 2018). Authorities, in some cases, prohibit events in high-risk areas. Terrorism also generates long-term impacts, including decreased attendance and financial implications. Risk management strategies and collaboration with law enforcement are crucial for mitigating these risks. The details of the impact of events versus crises are presented in Table 4.

Table 4

Impact Versus Types of Crises

Theme / Impact	Operational definition	Crisis			
		COVID 19	Terrorism	Earth quakes	Shark Attacks
Event cancel	Decision to completely terminate or call off a scheduled event	/		/	
Event Postponed	Rescheduling a scheduled event to a later date due to various reasons, such as unforeseen circumstances, logistical challenges, or external factors that make it impractical or unsafe to hold the event as originally planned	/	/		/
Supply chain disruption	Interruption or disturbance of the flow of goods, services, or information within a supply chain network	/			
Operational diversion	Redirecting attention or focus away from a specific task or objective during an operation or business activity	/	/	/	/

Ban prohibition /	Restricting or preventing the specified event organizer from carrying out mass events in designated locations, either temporarily or indefinitely, as stipulated in the Act or regulatory framework	/	/	/	
Business closure	Termination of operations of a business entity. It occurs when a business decides to permanently shut down its operations, typically due to various reasons	/			

Event Planner's Responses to The Crises

In times of crisis, event planners play a crucial role in shaping the success and resilience of events. This paper explores into the diverse and strategic responses employed by event planners when confronted with challenging situations. A prevalent response among event planners is the adoption of adaptive measures (Coles et al., 2022). Faced with adversity, event organizers, artists, and performers proactively employ strategies such as leveraging social media platforms, including Twitter, to disseminate crucial event-related information during crises (Cano-Marin et al., 2023; Coles et al., 2022). By adapting their approaches and leveraging online platforms, event planners can effectively respond to challenges and maintain the flow of information to attendees and participants. For instance, during the widespread of COVID-19, many events were swiftly transitioned from traditional platforms to online platforms. By embracing virtual platforms, event planners were able to reach new customers (Rashid & Ratten, 2020) and revive the cash flow of companies (Aziz et al., 2022). Furthermore, adopting new working norms within event teams, such as remote working, proved to be a feasible practice, enabling team members to fulfil event commitments. The combination of technology adoption and innovative approaches empowers event planners to effectively plan and deliver their event content (Zakirai@Zakaria et al., 2022).

A self-reliant response is another proactive approach adopted by event planners to address crises without relying solely on external intervention (Sigala, 2020). In this type of response, event planners take charge of managing the situation by leveraging their own resources, expertise, and strategic decision-making. Instead of waiting for external support or guidance, they identify the challenges at hand, assess the available options, and take immediate action. Self-reliant responses can involve adapting event formats, utilizing alternative venues or technologies, implementing contingency plans, and engaging in effective communication with stakeholders (Rashid & Ratten, 2020). By being self-reliant, event planners demonstrate their resilience, problem-solving skills, and ability to navigate through challenging circumstances, ultimately ensuring the success and continuity of events. This approach also empowers event planners to have a greater sense of control over the outcome, allowing them to respond promptly and efficiently to crises.

Going deeper into understanding the responses of event planners during crises shows that most of the planners decided to have an integrated response. It highlights the importance of stakeholders working together, sharing knowledge and resources, and aligning their efforts to effectively manage crises within the event industry (Hemmonsbey et al., 2021; Rashid & Ratten, 2020). The integrated response promotes synergy, efficiency, and the maximization of available resources, leading to a more holistic and coordinated approach to crisis management. It enhances the ability to assess risks, implement preventive measures,

respond promptly to emerging challenges, and facilitate a smoother recovery process. Ultimately, the integrated response fosters resilience and strengthens the overall capacity to manage and mitigate the impacts of crises in a collaborative and unified manner.

Strategies Used by Event Planners to Handle Crises

While crisis is often unpredictable and not always prepared for, most event planners should have contingency plans (Coles et al., 2022). A contingency plan outlines steps to minimize the impact of a crisis, ensure safety, and restore normalcy quickly. The review of 14 articles for this study supports that a comprehensive crisis management strategy includes fostering partnerships and transparency, effective customer relationship management (CRM), innovative revenue strategies, event safety protocols, and a localized approach.

Fostering partnership and transparency indeed are important elements of a comprehensive strategy in crisis management (Rashid & Ratten, 2020). By fostering partnerships, organizations can pool resources, expertise, and capabilities, enhancing their ability to effectively address the crisis at hand. In the event business, partnerships involve sharing information, coordinating actions, and leveraging collective strengths to mitigate the impact of the crisis and facilitate a more efficient recovery, as emphasized by Hemmons et al. (2021). Future resilience in the industry will require a greater degree of cooperation among different stakeholders, both from the private and public sectors, as well as between different levels of government. Neglecting to foster partnerships and include stakeholders can have detrimental effects, leading to a lack of trust in platform organizations (Siebold et al., 2023). Therefore, it is crucial for event organizers to actively engage with stakeholders, promote transparency in communication, and foster collaborative relationships. This can help build trust, encourage cooperation, and ensure that all parties are working together towards a common goal of effective crisis management and long-term resilience.

Customer Relationship Management (CRM) is indeed a commonly practiced strategy among event planners. Liu et al. (2021) stated effective CRM involves excellent communication and relationship management with customers, as well as the creation of innovative strategies to generate revenue. Event planning organizations that excel in CRM demonstrate strong leadership, embedding responsive decision-making within their organizational structure and providing support to their staff. By practicing CRM strategies, event planners can cultivate positive relationships, foster customer loyalty, and drive revenue growth. This customer-centric approach contributes to the overall success and sustainability of event planning organizations.

In handling a crisis, innovative revenue strategies refer to new and creative approaches that organizations employ to generate income and maximize revenue streams. To maintain income generation, most event planners are leveraging emerging technologies, such as allowing staff to work remotely (Zakirai & Zakaria et al., 2022), and hosting virtual events (Dillette & Ponting, 2021; Rashid & Ratten, 2020). Changing business platforms from physical to a virtual platform allows event planners to continue earning income during the crisis (Aziz et al., 2022; Falecki, 2020). To excel during a crisis, Rashid and Ratten (2020) believe in employee engagement and motivation. Employee creativity that stimulates innovation cannot prosper in a depressed environment. Hence, event planners must encourage and motivate staff to be active on all platforms. An optimistic event planner drives employees' energies to perform well during crisis.

Another strategy regularly practiced by event planners and recommended for future event planners is the establishment of event safety protocols. These protocols should emphasize the intentional and systematic

approach taken by event organizers to address potential risks and establish guidelines for the smooth and secure execution of the event. They are designed to prevent, prepare for, and respond to any crisis situations that may arise during the event, ensuring the safety and well-being of attendees. These protocols are the responsibility of event planners to provide regulations for the event, which may include specifying age requirements for participation, prohibiting the use of psychoactive substances, providing guidelines for the use of certain devices, and maintaining order at the event site (Wrathall & Steriopoulos, 2022). In cases of terrorism, commonly practiced protocols include bag searches. The use of media coverage of terrorist attacks has increased consumer awareness of potential risks (Baxter et al., 2018). Furthermore, for mass events, some event planners used drones to monitor the surrounding area (Wrathall & Steriopoulos, 2022).

Certain types of crises, such as COVID-19, disrupted business operations. To keep moving during this type of crisis, some event planners applied a local-centric approach. This approach emphasizes the prioritization of local resources, talents, and cultural heritage in driving recovery at the local level. Coles et al. (2022) discuss the importance of prioritizing and promoting local interests, resources, and culture over those of the broader region or nation. Furthermore, Baxter et al. (2018) suggest a contextual dependency approach for security measures during major events. Instead of relying on external expertise, the focus is on providing employees with adequate training and knowledge to ensure they can deliver efficient and effective security. This approach acknowledges the significance of understanding the specific context and requirements of the event and tailoring security measures accordingly.

CONCLUSION

In conclusion, this study underscores the significance of crisis management in the event industry and highlights the importance of proactive planning and preparedness. Through this analysis, we gained valuable insights into the challenges faced by event planners and the strategies they employed to navigate these difficult situations. The findings underscore the need for event planners to prioritize crisis management and resilience strategies, irrespective of the event's location. By implementing proper crisis management plans, event planners can enhance their ability to handle future crises effectively and safeguard the benefits and reputation of the event business. This paper serves as a valuable resource for event planners, offering insights into common crisis problems, critical requirements during crises, and strategies that have successfully managed crises. By adopting these strategies, event planners can better equip themselves to address crises and ensure the success and longevity of their future events.

Despite its contributions, this paper has limitations that also present opportunities for further research. It is noteworthy that while COVID-19 has dominated the literature, other types of crises such as terrorism, shark attacks, and earthquakes still pose significant challenges to event planners. However, the prevailing focus on COVID-19 reflects its exceptional impact and the need to comprehensively address its ramifications. Future research may benefit from exploring strategies and frameworks that encompass a broader range of crises, ensuring a comprehensive understanding of crisis management in the context of event operations. It is important to recognize that crises, such as earthquakes, shark attacks, and terrorism incidents, still pose significant challenges to event planners, necessitating tailored crisis management approaches in specific contexts. Future research endeavors could benefit from addressing these types of crises more comprehensively, ensuring a balanced exploration of crisis management strategies across different types of events and locations.

Additionally, it is crucial to note that crises have resulted in various changes in event business operations. For instance, the COVID-19 pandemic has brought about advancements in virtual events, hybrid events,

increased safety measures, and shifts in attendees' behavior. Therefore, specific studies focusing on handling and managing crises for future event planners are recommended. It is highly likely that the "new normal" will be characterized by a different and transformed events landscape (Wrathall & Steriopoulos, 2022). As a result, event planners and organizers must adapt to these changes by leveraging technology, embracing sustainable practices, and implementing new safety protocols to ensure the safety and well-being of attendees. Based on current research, it is also recommended that future researchers undertake further studies on the factors that contribute to successful crisis management in event companies, including the role of leadership and communication in responding to crises. By conducting more in-depth studies on this topic, event companies can be better equipped to handle crises and mitigate potential negative impacts on their reputation, finances, and overall success.

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