SURREY HOSPITALITY AND TOURISM MANAGEMENT
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BEYOND RESILIENCE

Rethinking Event Organisations in Extreme Contexts

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A city rebuilt — and MICE put to work in its recovery





NZ$63m regional GDP contribution

631 Canterbury FTE jobs · year to Nov 2024

What if we stopped asking
only how events survive disasters,

**and started asking how events
help shape what comes afterwards?**

Resilience has taught us a great deal

Event studies after COVID-19

01	02	03	04
PREPARE	**RESPOND**	**ADAPT**	**TRANSFORM**
Risk assessment	Crisis management	Operational innovation	A “new normal”

A broad lens: from ordinary disruption to existential threats

Liu-Lastres & Cahyanto (2023) · Dragin-Jensen et al. (2022)

HANNAH ET AL. / 2009

Not every crisis is an extreme context

> **“Extensive and intolerable” consequences**
>
> Physical · Psychological · Material

Events occurring — or likely to occur — beyond an organisation’s capacity to prevent

HÄLLGREN, ROULEAU & DE ROND / 2018

Extreme contexts are relational: RED

	RELATED TO CORE WORK	UNRELATED TO CORE WORK
POTENTIAL	**RISKY** Potential extreme event	— Not part of RED
ACTUAL	**EMERGENCY** Actual extreme event	**DISRUPTED** Actual event outside core activity

For many MICE organisations, disaster strikes as a disrupted context.

SCHMUTZ ET AL. / 2023

Extraordinary conditions change the task

01

TIME

Severe time pressure

02

CONSEQUENCE

Catastrophic cost of failure

03

UNCERTAINTY

High task ambiguity

04

COGNITION

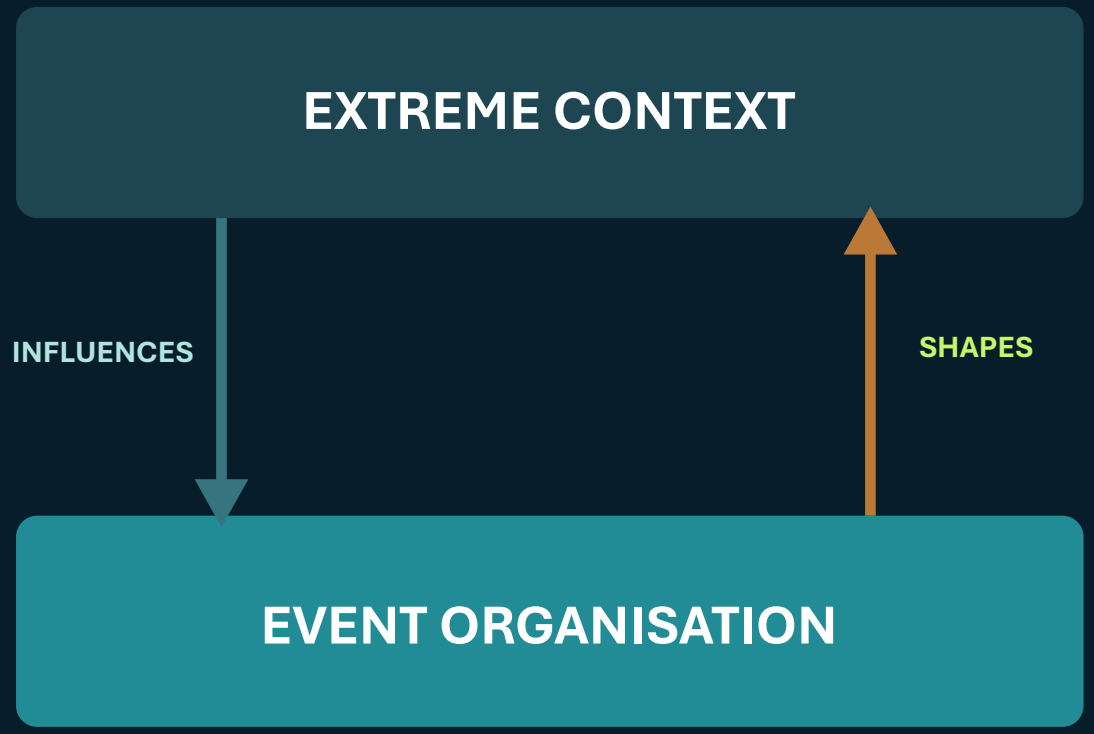
Cognitive load

05

EMOTION

Emotional load

From responding to shaping

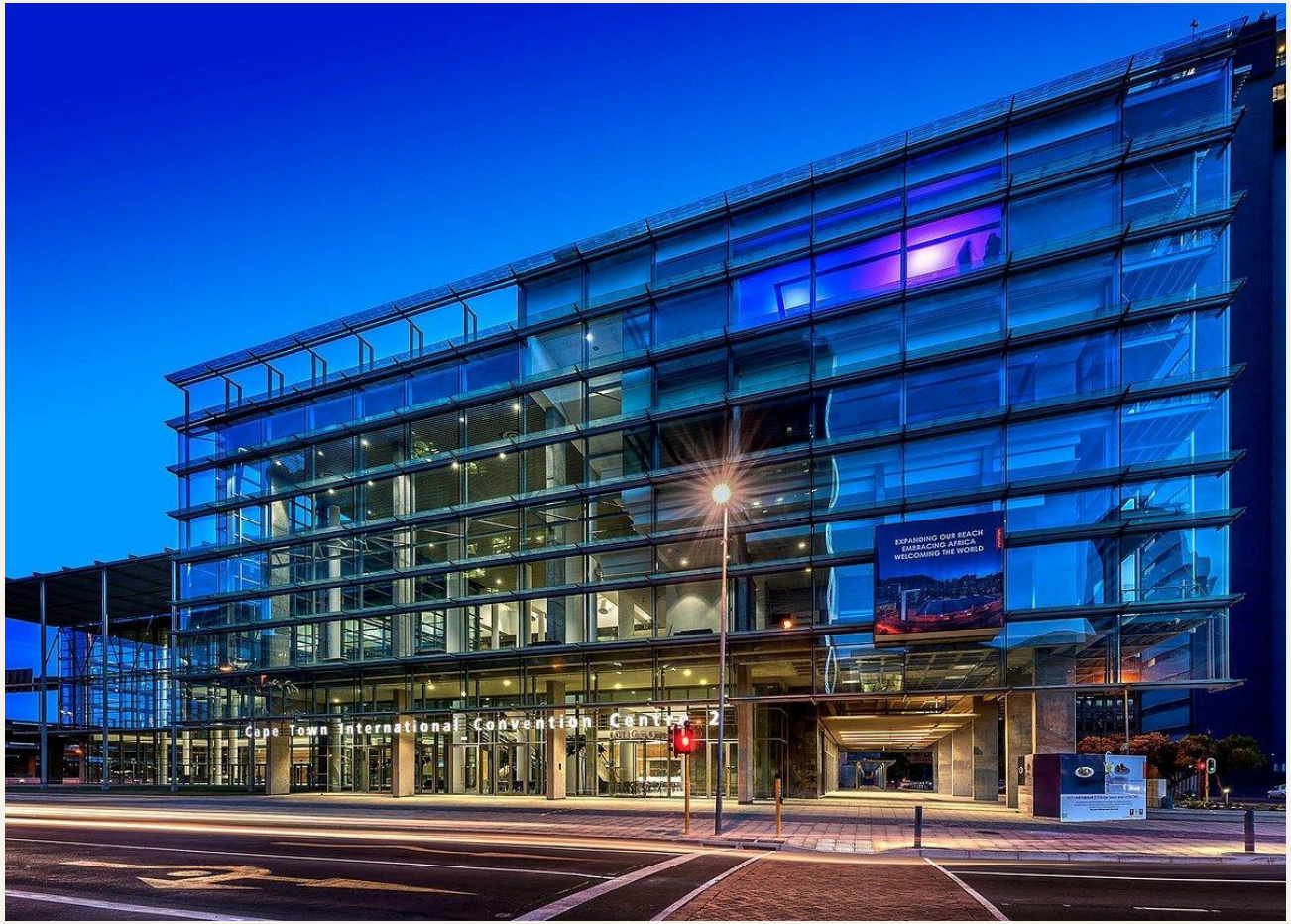


01 What is being shaped?

02 How does shaping occur?

03 With what consequences?

Cape Town: Shaping shared resource conditions



200,000

litres / day

Reverse-osmosis plant commissioned during the crisis

RESOURCES

CTICC · Cape Town Central City Report (2018)

Barcelona - Shaping knowledge



1,047

participants randomised

Preliminary evidence on safer indoor live music

KNOWLEDGE PRODUCTION

Primavera Sound · The Lancet Infectious Diseases (2021)

Valencia - Shaping the conditions of recovery



€1m+

mobilised for flood recovery

Organisers, runners, sponsors and international networks

NETWORK MOBILISATION

Four ways events can shape context

01	CHRISTCHURCH	Infrastructure	Urban reconstruction
02	CAPE TOWN	Resource use	Reduced pressure on shared water
03	BARCELONA	Knowledge	Evidence for safer practice
04	VALENCIA	Networks	Resources for local recovery

Three new questions for event studies

01 How do event organisations influence the material, social and institutional conditions of extreme contexts?

02 Through which practices, capabilities and relationships does this influence occur?

03 Who benefits, who is disadvantaged, and how do consequences unfold over time?

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Thank you

谢谢

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