

Event Management and Sustainability



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Event Management and Sustainability

Edited by

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Preface

Utilizing the United Nations Environment Programme (UNEP), the Commission on Sustainable Development (CSD), the World Tourism Organization (WTO/OMT), coupled with the International Olympic Committee (IOC) and industry leaders, it is apparent that the events industry generates a multitude of activities associated with varied events. These have both positive and negative impacts on interested stakeholders, the community and the environment.

Principles of sustainability refer to the environmental, economic and sociocultural aspects of event development, and a suitable balance must be established between these three dimensions to guarantee an event's long-term sustainability and legacy. The sustainable development and production of events requires strong management, political leadership and the informed participation of all stakeholders to ensure adherence and congruence to a sustainable philosophy and management. Thus, the editors of this book propose that sustainable event management should:

- provide realistic and long-term economic event development and production, ensuring that socio-economic benefits are distributed fairly to all stakeholders;
- provide continuous employment opportunities, entrepreneurial opportunities and distribution of event income within host communities, thereby contributing to the reduction of socio-economic disparity;
- consider the use of environmental resources that assist in event development and production, complying with essential management processes and conservation techniques to help safeguard natural heritage and the biodiversity of the surrounding community; and
- develop and produce events in conjunction with the host communities, protecting their sociocultural authenticity, built landmarks, traditions and cultural values by promoting intercultural understanding and tolerance.

Although these are not prescriptive rules and regulations that must be adhered to, sustainable event management should aim to provide high satisfaction to all interested parties in the development and production of events. It is worth noting that in order to achieve sustainable event management, a continuous and constant evaluation process is imperative.

With the aim of contributing to the field, this book first presents sustainable management theory, academic research and empirical case studies. This should give the reader some historical foundation, thus allowing him/her to understand the more philosophical and conceptual elements of the topic.

The book then gives a full and complete view of the concepts of sustainable management and how it relates to various sectors within the events industry. It illustrates the fundamental importance of local communities, businesses and interested stakeholders in relation to future events in regional, national and international locations. Historical and documented reports supplement this area. Next the book focuses on international governing bodies and national government strategic objectives as the cornerstone for sustainable development in the events sector. The relationship between these strategic objectives and on-the-ground operational responsibilities is presented using research by contributing authors and accredited organizations to add scope and depth to the publication.

The book is not intended to become a reference material for practitioners or appointed advocates. However, best practice case studies are presented within the book to highlight and explain particular sustainable management issues where necessary. The book is intended to support practitioners in their operational and administrative duties and to educate undergraduates/postgraduates within their industry sectors throughout the UK and on an international basis.

1 Introduction to a Conceptual Framework for Sustainable Events

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This chapter explores concepts of sustainable development and focuses on the traditional elements of social, economic and environmental pillars within the context of planned events at different scales and levels. It examines the integration of principles of sustainability at all levels and stages of a planned event and the associated positive and negative impacts for different stakeholders. The aim is to provide a conceptual framework emergent from existing principles and guidance that will underpin the professionalism of sustainable event management.

Chapter outline

- Introduction
- What is Sustainability?
- Sustainability: a Multidimensional Theory
- Sustainable Event Management
- Principles of Sustainable Management in Events
- Sustainable Policy Guidelines
- Conceptual Framework for Sustainable Events Management
- Summary
- Key Questions

Introduction

There is compelling evidence that the topic of sustainability has gained widespread acceptance in many areas of society, with significant claims for the benefits of adopting the principles of sustainability as an integral part of development strategies, not least within the field of events. As DeSimone and Popoff (1997) suggest, sustainable management has emerged out of a necessity to continue to grow and prosper while working in partnership with surrounding communities, the environment and the economy. Fundamentally, sustainable event managers must be cognizant of the concept of sustainability and implement the principles within the organization and delivery of the event. The events industry benefits from easily accessible environmental and social resources, but as the industry grows to an estimated £11 billion in the UK (EIA, 2007), events and festivals will continue to generate both positive and adverse impacts on communities and cultures. Beyond the symbolic value of such claims is a requirement by academics and practitioners to determine, through empirical investigation, the approaches taken in identifying and implementing best practice, and to evaluate and measure

the sustainable strategies implemented. A future glimpse suggests that the events industry will operate with imposed legislation and applications if the industry does not respond to the rationale of sustainability and operate within principles of sustainable management.

Issues of sustainable development have been around for centuries. The 19th-century economist Thomas Malthus was concerned with the production of food and suggested that supply would be outstripped by population growth, developing the idea that nature is not simply a never-ending resource (Brodribb, 1997). More formalized organization and documentation of these issues began with the formation of the Environmental Development Fund (EDF) in 1968. Moving quickly forward, in 1992, Agenda 21 called for all countries to develop national sustainable development strategies (NSDSs). In November 2001, a UN International Forum on National Strategies for Sustainable Development agreed guidance on NSDSs that proposes 'elements' of successful strategies for both developed and developing countries and economies (IISD, 2008).

There are formidable barriers when attempts are made to translate the principles of sustainability into action within events (Jones *et al.*, 2006), such as lack of reliable information, individual and organizational inertia, employee perceptions and the lack of using planning and performance standards. In essence, events are fragmented – made up of many stages, many suppliers, many performance indicators and many clients. Therefore any attempt at introducing a sustainable policy should be integral to all elements of the event. Undoubtedly the 'elements' of an event refer to pre-, live and post-event, and, as such, the life cycle and entirety of event management must be considered.

What is Sustainability?

Sustainability is embedded in loose terms to enable acceptance within varying scenarios and correlates to social will. The term 'sustainability' derives from a political and socially constructed terminology that supports the ubiquitous policy of 'sustainable development' (Dresner, 2002; Rogers *et al.*, 2008).

Sustainability is often referred to as 'sustainable development' and frequently adopts a

discourse of social, environmental and economic parity between developing and developed countries. Although definitions of sustainable development are concerned with multilevel, worldwide issues, they are also influenced by local and national initiatives. Sustainability implies a link towards ecological impacts; namely, the consumption of natural resources and the deliberation of pollution and energy use, the concern for social inclusion and distribution of wealth, coupled with the economic themes of growth and longevity. The more affluent a society becomes, the more distant it is from the impacts of its lifestyle. Antithetically, the poor often lack the resources to be concerned with their immediate community. Policy makers need to be mindful of the interactions between the social, economic and environmental factors in order to provide a sustainable and achievable lifestyle.

The Bruntland Commission report for the World Commission on Environment and Development (WCED, 1987) defined sustainability as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. Additionally, *BS 8901:2007 Specification for a sustainable event management system with guidance for use developed* proposes that sustainable development is 'an enduring, balanced approach to economic activity, environmental responsibility and social progress' (BSI, 2007, p. 7). Within this framework is the realization that responsibility lies within the core activities of the event manager and considers all the support activities aligned to the planned events.

The International Institute for Sustainable Development (IISD, 1996) considers sustainability as a set of worldwide systems that highlight the cause and effect of actions and activities – personal and economic, national and local. Clearly the problems are complex, and worldwide problems cannot be solved by a single planning solution and probably not by any single action. Moreover, there is a continuous discourse surrounding the dichotomy of economic and environmental principles, and the suggestion that one principle takes priority over the other. Subsequently, social considerations are frequently given less attention. Within this book and within this chapter, equal consideration of all three principles – including the

implementation of social frameworks – is fundamental to the concept of sustainable event management.

Sustainability: a Multidimensional Theory

Sustainability and sustainable development must be considered a multidimensional, plural concept that cannot be translated into fixed, predictable goals. The economic, environmental and social elements of sustainability are defined as follows.

- *Economic.* Although economic stability is traditionally concerned with the concepts of efficiency and effectiveness of generating profit from a business activity, the more radical suggestion is that economic growth cannot be infinite, and that limitations to resources and thus scarcity of these resources will impact on economic stability (Found *et al.*, 2006). As previously mentioned, the ‘three pillar’ principles are interwoven, and thus the economic transition towards a responsible direction must put economics within a social and environmental context; thus a natural capital. Accordingly, the more widely accepted definition in these terms suggests that sustainable economic development must maintain economic capital, while simultaneously improving quality of life and the environment to ensure stable economic growth.
- *Environmental.* The more widely associated issue concerns itself with the impact on biodiversity and the environment. Overexploitation and mismanagement of ecological systems, living organisms and the non-living materials of the surroundings impact on the welfare of the population and society at large. Effects range from supply disruption of raw materials and acceptance of reduced quality through to scarcity of food items, seen more recently with water availability and crop yield (WWF and SustainAbility, 2007). More worryingly, the exploitation of natural resources is irreversible and, to be truly sustainable, consumption must be within the biophysical limits of the overall

ecosystem. By reducing waste and preventing ecological pollution and consumption of natural resources, the present generation can ensure that future generations do not regret the lack of action taken now.

- *Social.* Societal needs cannot solely be met by providing a stable ecological environment. Social and cultural stability goes hand-in-hand with the other pillars. Without investment and services to support a stable infrastructure, a cohesive society cannot exist. Jeopardizing community cohesion will ultimately jeopardize the economic and ecological make-up of society. Consequently, structured approaches and frameworks that assist in the creation of strong civil societies – including meeting the needs of individual groups and generating shared values, equal rights and equal access – are integral for sustainable development (UNCSD, 2007). Only by sharing the responsibility of creating such a utopian ideology of society can government, private industries and individuals create true social sustainability.

Within a business context, these three impacts have come to be known as the ‘triple bottom line’. Within the notions of corporate social responsibility (CSR), the World Business Council for Sustainable Development (WBCSD, 1998) believes that the benefits of incorporating CSR can be felt not only by the business but also by its stakeholders. Clearly here philosophical questions related to the purpose of business are raised. Simply put, a business can be used to reinvest profits within the business itself, its staff and surrounding community, or as a means to serve return on investment of the shareholders and generate increased profit.

Sustainable Event Management

The nomenclature of events includes mega, special, social, major, hallmark and community events. Events are categorized by virtue of their size, scope and scale. Moreover, events can be categorized according to their type or sector, such as conferences and exhibitions, arts and entertainment, sports events, and charitable events. The APEX (Accepted Practices Exchange)

Industry Glossary of Terms (CIC, 2003, cited in Bowdin *et al.*, 2006, p. 14) defines an event as ‘an organised occasion such as a meeting, convention, exhibition, special event, gala dinner, etc. An event is often composed of several different yet related functions.’

Events are explicitly linked to fundamentals of the human race – social and cultural values, and the more basic ladders of social inclusion, a sense of belonging and a sense of identity (Goodland, 2002; Garcia, 2003). It is evident that hosting an event creates vast impacts, as seen in Fig. 1.1. Dwyer *et al.* (2000) support the view that organizing and managing a planned event involves many component parts and many stakeholders. Often the decisions to organize and host events are taken from different stakeholder viewpoints. Good economic rationale is a strong indicator coupled with the social and cultural benefits to a destination, raising awareness of community/social issues, and enhancing the exchange of ideas, networking and business contacts. Often neglected and often ambiguous are the social elements of the three pillars of sustainability. The scope of any framework should encompass those working, participating and attending the event, consider social inclusion as a key principle to widening participation and encourage interest from all aspects of the surrounding community. Social inclusion within events should include (DCMS, 2001; Garcia, 2003; UK Sport, 2005):

- awareness of the needs of groups participating at the event;
- creation of a structured policy statement to ensure equity and equality for all; and
- induction and training of all staff and volunteers in the awareness, recognition and self-management of equity and equality for all.

Significantly, the move towards the creation of a number of published frameworks for sustainable event management has not only provided a sense of professionalism in light of contemporary concerns, but also highlighted best practice within the industry, advice and guidance, practical solutions and an inward sense of the importance of events in modern society.

There have been many major developments towards the events industry becoming sustainable. For example, in 1992 McDonough and Partners created the Hannover Principles,

designed with sustainability principles in mind, for the Expo World Fair 2000. In February 1994, Lillehammer, Norway presented the first ‘green’ games in the history of the Olympics (Lesjo, 2000). The northern English city of Sheffield set out to develop the World Student Games as a catalyst for economic and social regeneration (B. Bramwell, 1995, unpublished paper), and the Sustainable Exhibition Industry Project (SEXI) set to reduce waste as a first step towards sustainable development within the exhibitions sector of events (MEBC, 2002).

Clearly, sustainable event management has evolved over a number of years, rather than being a concept born out of government strategies or academic posturing. The recent proposition to develop past and existing frameworks into a recognized standard is a natural progression. A conceptual framework that has developed and emerged out of the planning and management of events over the past decade is a necessity for a responsible events profession operating within the 21st century. Hediger (2000) proposes that a component of sustainable principles is to induce cultural change within society, and thus within the events sector. Therefore principles of transition management apply here (Presbury and Edwards, 2005), wherein sustainable event management is a problem for each generation and requires changes through successive generations via:

- a change in attitude;
- an increase in supply chain pressure;
- an increase in the awareness of the true cost of waste; and
- transparency of product life cycle.

Meadowcraft (1997, p. 37) states:

Each generation must take up the challenge anew, determining in what direction their development objectives lie, what constitutes the boundaries of the environmentally possible and the environmentally desirable, and what is their understanding of the requirements of social justice.

Principles of Sustainable Management in Events

The creation of a framework or set of principles that can be adaptive to changes in market requirements is crucial for successful

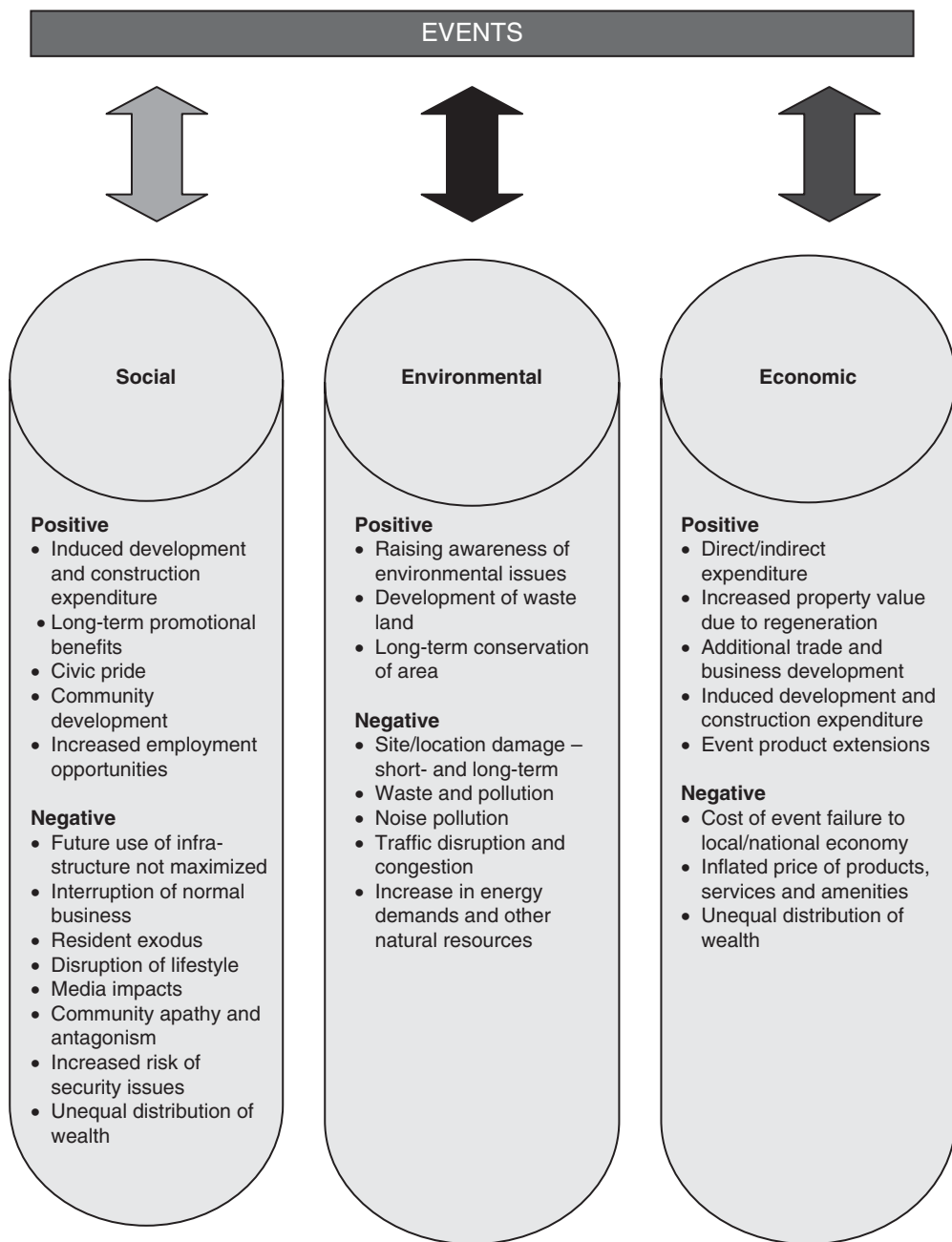


Fig. 1.1. The 'three pillar impacts' of events.

implementation within the events industry. A major challenge to achieving sustainable management practices is the incessant stress on the physical and ecological environments as the number of participants at events and festivals

increases (DEFRA, 2007). Moreover, there is a requirement to develop a framework that fits with the internal and external events environment. Finally, a sustainable event management framework should enable alleviation of the

impacts of hosting highly consumptive, resource-led events and incorporate achievable improvements to the 'three pillar impacts'.

Preparation in planning is paramount for the successful implementation and evaluation of any management plan. The nature of the events industry is such that constraints on time, contractual relationships, tight margins and the continuous pressure to produce unique experiences are second nature (MEBC, 2002). Any existing and/or new activity must consider the source of materials and the materials used in light of a life cycle analysis. If materials are to be used, then these are to be reusable, recycled or recyclable. Consequently, supply chain management and procurement negotiations are fundamental elements of aligning sustainability principles and the logistics of event organization. Sustainable event management should set improved targets, implement innovative practice and consult new technologies. It should also provide a holistic view of all event activities in an industry that is traditionally viewed as consumptive of materials and resources. Even so, simple actions such as event tickets, delegation packs and contractual communication can be distributed via electronic means or produced using recycled and reusable materials.

Business as usual cannot continue, and innovative design approaches and communication must become standard in the industry. Sustainable principles must provide a social, political and economic purpose for the introduction of sustainable systems (Downing and Ballantyne, 2007). An awareness of the demands on the ecological and social systems within which any event operates is a basic principle. An analysis of the resources used, how they are sourced and supplied must also be adopted to ensure that compliance is adhered to; where it is not, actions and steps should be taken. Absolute policy and processes must be designed and applied throughout all components and all stages of any event.

Elements of strategy can help establish basic project management thinking in any planned event. Designing a critical path and chain analysis will assist in understanding the resources, time and interactions of key activities between each stakeholder, in order for basic actions and continuous measurement, evalua-

tion and improvements to be made (Van der Ryn and Calthorpe, 1991). The purpose of strategic thinking within sustainable events management is to ensure that any interventions are timely, gain the optimum influence and generate an understanding of the cause and effect of any action against all other stakeholders, resources and principles of sustainability. The act of measurement and evaluation as a sustainable management tool can be used to adjust processes and procedures accordingly. Evaluation and an emphasis on evaluation provide crucial opportunities for improvement.

Sustainable Policy Guidelines

As an absolute message of purpose, a sustainable policy and a sustainable plan can provide clarity to many different stakeholders. Equally, conformity and compliance of suppliers and procurement can be imposed as a requirement for success of implementation. There are numerous guides to sustainability principles within events; a few examples are given below:

- *Sustainable Events Guide* (DEFRA, 2007);
- *SEXI: The Sustainable Exhibition Industry Project* (MEBC, 2002);
- *The Hannover Principles: Design for Sustainability – Expo 2000* (McDonough and Partners, 1992);
- *BS 8901:2007 Specification for a sustainable event management system with guidance for use developed* (BSI, 2007);
- *Staging Major Sports Events: The Guide* (UK Sport, 2005); and
- *The Sustainable Music Festival – A Strategic Guide* (Brooks et al., 2007).

There are many practical tips throughout these published guides (see Table 1.1), such as a reduction in travel to decrease carbon emissions and improve the well-being of clients during the live event. However, incentivized strategies for participants, staff and the organization will provide instantaneous results and a more enthusiastic compliance towards the sustainable paradigm. For example, discounted train tickets offered to participants and the new market opportunities for low-carbon,

Table 1.1. Sustainable event guides and principles.

Publication	Key principles
DEFRA Sustainable Events Guide	<ul style="list-style-type: none"> Include sustainability clauses in contracts Use the 3 Rs – reduce, reuse, recycle Communicate electronically rather than by paper Be energy- and water-efficient Minimize the impacts of travel Consider the well-being of delegates, local community, suppliers and stakeholders Raise awareness and share best practice Be transparent
SEXI: The Sustainable Exhibition Industry Project	<ul style="list-style-type: none"> Waste hierarchy as applied to the exhibitions industry – research, re-design, reduce, reuse and recycle Monitoring, recording and reporting Influence cultural change, engage in community groups and adopt training sessions Project champions Increase efficiencies and profitability Environmental policies and responsibilities Sustainability reporting Offset emissions of carbon dioxide Off-site sorting Infrastructure Industrial symbiosis Materials and technology
Hannover Principles	<ul style="list-style-type: none"> Insist on the right of humanity and nature to coexist Recognize interdependence Respect relationships between spirit and matter Accept responsibility for the consequences of design Create safe objects of long-term value Eliminate the concept of waste Rely on natural energy flows Understand the limitations of design Seek constant improvement by the sharing of knowledge
BS 8901:2007	<ul style="list-style-type: none"> Identify capabilities Design roles and responsibilities Identify appropriate resources Develop knowledge, competencies and training Plan and manage operational activities Supply chain management Communication and coordination Documentation and record-keeping Monitor and measure performance Develop sustainable policies and systems for regular audits Human rights and equity Race, ethnicity and sport Ageism and disability in sport Social and religious inclusion Evaluation and recommendations
UK Sport	<ul style="list-style-type: none"> Adopt a green policy Carry out an ‘environment scoping review’ of venues and operations Establish environmental teams Define programmes and set appropriate targets Implement programmes

Continued

Table 1.1. Continued.

Publication	Key principles
The Sustainable Music Festival – A Strategic Guide	<p>Monitor implementation and adjust programme accordingly</p> <p>Evaluate and publicize results</p> <p>Awareness of diverse groups within the scope of the event</p> <p>Create a structured policy statement to ensure equity and equality for all</p> <p>Induction and training of all staff and volunteers in the awareness, recognition and self-management of equity and equality for all</p> <p>Produce no waste – phase out all disposable food and beverage containers</p> <p>Use 100% renewable energy – implement an internal energy efficiency policy</p> <p>Develop strategic partnerships to access renewable energy</p> <p>Use resource-efficient transportation – sell a new ticket that includes transportation</p> <p>Review the location</p> <p>Work with sustainable stakeholders</p> <p>Identify key roles and responsibilities</p> <p>Create an atmosphere of inclusion and respect – create areas/ access for under-represented people</p> <p>Drive societal change towards sustainability – start with one thing from artists, suppliers to attendees</p> <p>Generate ideas and raise awareness through electronic media</p>

energy-efficient products and services, estimated at US\$500 billion worldwide (Stern, 2006, p. xvi), will help create impetus with industry and consumers alike.

There are many more principle guides that can be linked to the events industry such as the Green Tourism Business Scheme (GTBS), The Eco-Management and Audit Scheme (EMAS) and ISO 14001. EMAS is essentially a voluntary scheme that distinguishes those companies that go beyond the scope of legislative compliance. ISO 14001 is an internationally accepted standard that provides organizations with a planned set of criteria required for implementation of an effective environmental management system (EMS). The standard addresses the continuing question of business purpose and the concept that business as usual cannot continue, thus creating a business ideology of balance between maintaining profitability and reducing environmental impact (BSI, 2007). The aim of the GTBS is to offer guidelines to businesses, such as conference venues, event sites and suppliers, on how to implement principles of sustain-

ability without endangering quality of service and/or product. GTBS certification is dependent on the achievement of specific criteria and focuses on ten different areas, ranging from compulsory compliance to environmental legislation to social involvement and communication, transport strategies and innovate practices and use of technologies.

Conceptual Framework for Sustainable Events Management

From an analysis of existing models and other sustainable guides, the framework below (see also Fig. 1.2) provides an introduction to the fundamentals of sustainability, coherence and integration within the events industry. Equally, adopting such a framework presents a number of advantages in working towards sustainability that are implicit outcomes of adherence. Additionally, these principles represent the underlying philosophy for the way sustainable events should be considered, and symbolize a vision and overall direction, which must be

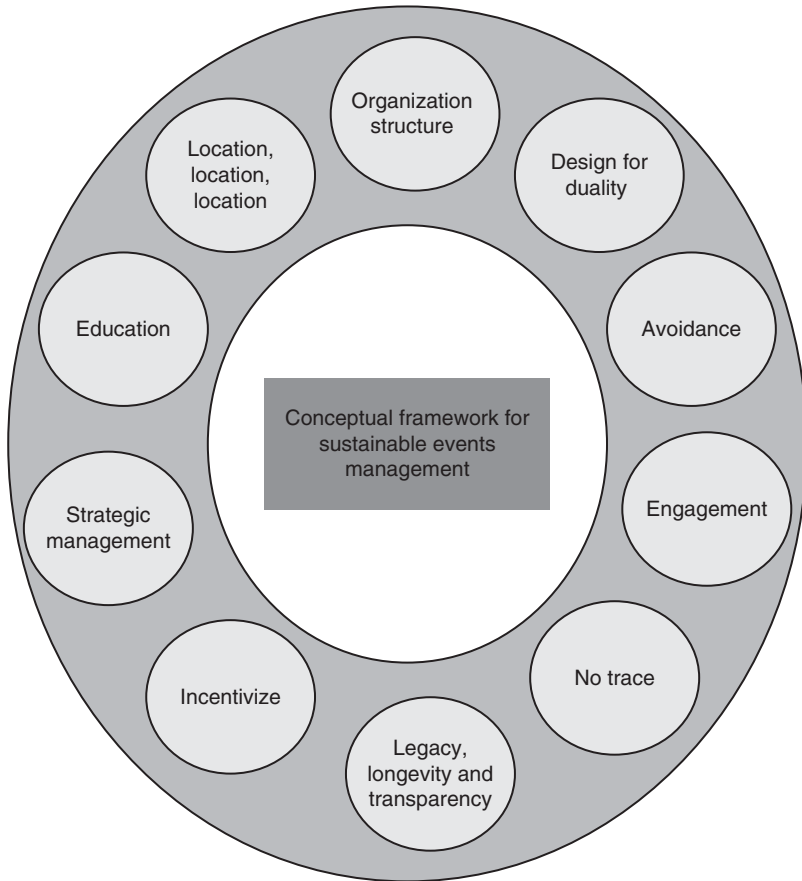


Fig. 1.2. The sustainable events management wheel.

accessible and realistic. A sustainable event policy must respect all ten elements of the framework as stated below.

1. *Organization structure.* Define roles, training, structured policies and procedures that foster positive attitude, compliance and understanding with suppliers, employers and other stakeholders, within a realistic time and budget.
2. *Design for duality.* Introduce new technologies and search for innovative approaches where services, products and facilities can be reused and/or recycled.
3. *Avoidance.* Establish baseline assessments and plan to reduce damage to surrounding ecological systems, disruption to surrounding communities and economic disparity.
4. *Engagement.* Invest time and resources in the culture of surrounding communities, create local partnerships and alliances, increase participation and access for all.
5. *No trace.* Work towards elimination of waste, reduction of energy consumption and a second-nature attitude towards product/service life cycle analysis.
6. *Legacy, longevity and transparency.* Measure, evaluate and inform all stakeholders of performance, actions taken and future investment.
7. *Incentivize.* Use strategic alliances to offer savings for compliance towards sustainability principles from all stakeholders, such as discounted rail schemes.
8. *Strategic management.* Create critical path and value chain analysis that will identify timely

interventions, increase the influence of actions taken, and increase understanding of cause and effect against all other stakeholders, resources and principles of sustainability.

9. Education. Educate participants, suppliers, employees and the surrounding community about the purpose and principles of sustainability, sharing knowledge and best practice.

10. Location, location, location. Decide on a site/venue that provides accessibility, convenience, flexibility and/or compliance with sustainability principles and quality.

Previous debates have not paid particular attention to the nature of the events industry as a service that is continuously pulsating. For example, changes in visitor priorities to include environmentally friendly initiatives are a clear indicator of a shift in cultural buyer behaviour. Indicators also serve to guide consumers about the environmental and social quality of the destination, and are good benchmarks to stimulate destinations to compete on sustainability grounds rather than solely on price. Finally, within the current economic climate, year-on-year growth is expected to slow. The result is that many event organizations will only implement strategies to incorporate sustainability when it is commercially viable to do. However, changing the economic mindset and shifting entire business strategies to include sustainable principles – rather than unremitting percentage increases in profitability – will ultimately provide a well-considered, mature and stable business plan (Hamilton, 2003).

Token gestures only add mistrust to what many believe is an ideological principle. Littig and Griebler (2005) suggest that many individuals do not see the direct impact of their actions and therefore do not consider solutions to what is a social, personal and/or business dilemma. Many consider the concept of 'sustainability' an ethereal problem. Therefore, realistic ideas and solutions are crucial for acceptance of the ten key principles within events. Overcoming the problems of implementation is often associated with a lack of reliable information or trust ('green-wash'), boredom about the issues ('green fatigue'), perceived implementation costs and compliance. There is a need to measure and evaluate initiatives that recognize market forces within

the events industry and that complement these and achieve sustainable results. The lack of use of planning and performance standards will only heighten the necessity for long-term government policies, such as the Climate Change Bill, and create imposed policies that will standardize and characterize operations in the events sector.

Events can operate within current budgets (Brown, 2003) while influencing individual and organizational inertia. Clearly there is finite achievement within the confines of existing technology, business practice and cultural acceptance, and practitioners must carry on pushing these parameters. Indeed, if the ignorance and complacency of short-term business strategy do not change, then the events industry will be forced into change, imposed by legislation.

Summary

Given the current economic instability, the development of a sustainable and harmonious industry may be overlooked in order to create a quick profit margin. However, it is this mindset and the overdependence on and draining of resources that impact the economic sustainability and success of events. While events do present opportunities, they can also entail risks, causing a disruption in the supply chain of key services, a reduction in the quality of services, a decrease in efficiencies and an increase in commodity costs. Sympathetic governments, local council and industry leaders must attain the knowledge to assess and withstand causes that stand as obstacles to sustainable development within the industry and ensure that weak market conditions are overcome. The primary risks are degradation of the natural and cultural environment, particularly those featured as hosts to mega and major cultural events. There are other risks to the host community, including economic disruption, as well as risks for investors, and even physical risks for participants and attendees. If commercialization continues to be the primary motivating factor in staging events, 'short-termism' will ensue resulting in no change in business practice.

Throughout this chapter there is an underlying premise that those involved in event management recognize the ethical responsibility involved in the planning and management of such events. Clearly this is not a given, and organizations must begin a top-down approach that creates long-term reductions in the adverse impacts on the surrounding environment of events. As the events industry evolves and moves further into the 21st century, the value systems of industry leaders that were once based on financial return must change to a value system based on community and moral judgement. The so-called 'paradox of profitability' will cease to be the driving force in the success of many event management companies and the current climate of social accountability will be the enduring remnant of a decade saturated in seminal social reports that reflect a more globally responsible paradigm.

Accepting responsibility for the impacts that events cause can create a new generation of event managers. Responsible events management will represent a holistic understanding of all core and support activities of planned

events, raise awareness of the impacts of these activities and foster a strategic intent to reduce impacts, increase the effectiveness of actions taken and create a culture that continuously measures and evaluates these changes. By changing the mindset of the events business, from one that consumes resources to one that reduces the use of resources, the move towards responsible and sustainable event management can be achieved.

Key Questions

1. Sustainable event management attempts to implement the principles of sustainable development within the events industry. What are the implications within the events industry if there is no change in the way in which events operate?
2. What are the main differences between ISO 14001 and the BS 8901?
3. Using the conceptual framework for sustainable event management and your own experiences, how can an events manager implement BS 8901?

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