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Event Management, Risk and Security: Brazil 2014 FIFA World Cup.

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We live in dangerous and risky times. The travel, tourism and event-management industries are high and are very much a part of this the times in which we are living. From the perspective of tourism and event management professionals, a primary concern for policy makers, whose countries depend on international tourism, needs to be their visitors' security. In the modern world, globalization and mass-media make the world's public instantaneously aware of news items that in former years would have taken months to learn. Modern technology has given us better communication along with new challenges and risks. This means that we live in a risk-aware society in which these risks often are transformed into questions of economic gain or loss, not only for the industry but also for the locale's citizens. Event and festival management creates a two edge sword. On one side these industries can be an important income generator, but at the same time they engender unexpected risks. We present the present conceptual paper as a means of stimulating debate regarding sport event risk mitigation risks and also to begin the discussion on policy makers' potential course of actions for the organization of next FIFA WORLD CUP Brazil, 2014.

M. Shakya (2009) argues that risk is also determined by a previous sense of uncertainty. Based on the belief that an interconnected and globalized world has shifted the nature of risk and has engendered new and serious problems. For example, a world-sporting event must take into

account such questions as health safety, and visitor security. A review of the scholarly materials indicates that the literature emphasizes two different types of risk. We may call this risk-bifurcation the “good risk” and the “bad risk”. Good risk denotes a good opportunity to overcome an adverse situation. A “bad risk” is often associated with innocent casualties or with a sudden destructive event. It is then a paradox that the tourism industry helps local communities to revitalize their economies while on another hand it increases visitor vulnerability to crime or to terrorist attacks. George, Inbakaran and Poyyamoli (2010) emphasize the tourism industry’s pervasive nature noting that it rests on two contrasting drives: the visitor’s curiosity for novelties and the of fear of the unknown. While the former refers to the need to break our daily lives’ humdrum routine and thus seeking t he quest of adventures, the latter circumscribes travel within a context of certain familiarity or cultural compatibility between tourist-delivering and tourist-receiving cultures.

Undoubtedly, the concept of risk is a challenge for tourism, travel and event policy makers and officials. Some destinations, such as in Middle East, are seriously impacted not only by terrorism but also by climate changes and natural disasters. The atmosphere of uncertainty created by unexpected events such as those of September 11 (2001), the Indian Ocean Basin Tsunami, Hurricane Katrina, and multiple terrorist bombings have resulted in multi-million dollar revenue losses. Risk perception theory poses as an effort to forecast and prevent ~~the~~ future glitches in systems that can affect the production and the well-functioning of tourist destinations (McCartney, 2008; Floyd y Pennington-Gray, 2004; Paraskevas and Arendell, 2007). It is important to remember that risk has been historically a term developed by cognitive psychology for more than 40 years. The tourism and hospitality fields widely employed this term after the events of September 11, 2001. In this vein, there is a connection between the financial dependency of some emergent destinations and disasters. This relationship, however still needs further clarification by both academics and specialists.

Based on the assumptions that risk should be contemplated as a threat to the attractiveness of international tourist-destinations, tourism scientists have given particular interest to risk assessment as an efficient instrument to mitigate terrorism’s negative aftermaths. The way tourism responds to political crises is of paramount importance to warrant the continuance of this

activity. The contributions of tourism in revitalizing local economies first and foremost in developing countries has been widely studied by these scholars. In the past years, however, some researchers have questioned if international travelers' high-degree of vulnerability (being soft targets) has not opened the door for the advent of terrorism (Boniface and Cooper, 2009).

An event's success depends, at least in part, upon the authorities to mitigate the risks and assure the attendees' wellbeing. Experts agree, nonetheless, about the difficulties involved in a timely risk detection and a dissipation. For example, Markwell and Tomsen (2010) examine the role of violence and security at Australian gays and Lesbian festivals. Their approach reveals that some those in attendance show or demonstrate considerable hostility. Thus, increasing these events' risk perception. Aside from these events' economic benefits, research demonstrates the importance of good planning in the protection of gays from unwarranted homophobic attacks. The homosexual community welcomes these festivals, but also realizes that gay attendees require considerable attention/protection. Although drug and alcohol usage may lower personal levels of hostility in some people, societal prejudices cause a certain level of ambiguity in relationship to homosexuality

Leopkey and Parent (2009) acknowledged how difficult it is to integrate safety with mega-events; especially where terrorism is concerned as neither the attack or its form is undefined. The perception of risk related to events can be associated with many variables such as: food and health safety knowledge (Maclaurin, 2003), violence, badly behaviour, alcohol, or drugs consumption (Tarlow, 2002). Furthermore we must take into consideration the fact that the host and guest cultures may be dissimilar. (Lepp and Gibson, 2011). Other issues that must be faced are: conflicts or hooliganism in public sports (Pegg, Patterson, and Axelsen, 2011), and local crime or terrorist attacks (Leopkey and Parent, 2009).

Media reports are not always accurate and may contain biased information. This misinformation may be widely distributed to a global audience and thus change the risk perception. This misinformation, or exaggerated information, may saturate the media with violent images based on threats and dangers. Although some of these reports may be real, others may be fabricated. Visitors and attendees who are media dependent may not be able to distinguish

between truth, exaggeration and fiction. Therefore, specialists are in a difficult position. These specialists must take all forms of risk into account while the international media seek to attract audience ratings often with the use of a modern form of yellow media or sensationalism.

Risk perception plays a crucial role in a tourist's destination choice but not in the visitor's behavior patterns. One might think that economic consideration and benefits might offset a risk's negative barriers. Sometimes, the traveler makes his or her decision based on the perceived importance of such travel. If the tourist believes that his (her) presence is favorable and contributes personal development, then in his or her mind the risk may be minimized. Furthermore, often risk is mitigated by ideological needs such as a religious pilgrimage. In such a case the traveler may be prepared to accept a higher level of risk due to the trip's spiritual nature. (Collins-Kreiner et al., 140)

Needless to say, mega events attracting thousands of people, such as sports or music festivals may act as magnets for terrorists. Monitoring systems and diverse technologies are used to protect the security of tourists but sometimes these procedures are not enough. The diplomatic and financial problems these attacks generate, along with the fact that prediction is close to impossible, make security professionals and event managers keenly aware of both their job's importance and difficulty.

Although, currently the literature in management security is minimal, many see mega events as a way to increase their national or local tourism income. Sports and cultural events have emerged as an important instrument for tourism policy, aiming to boost local businesses from visitor spending of these events (Mules, 2003). Host cities and countries have made considerable investments to attract these events, and through these events they hope to gain considerable economic benefits and positive publicity. Some specialists consider event-management as a growing industry that mobilizes many resources and is sustainable. Others see event management as a way to increase tourism potential. While each culture will see an event's impact from its own perspective, the need for event security is universal.

From the above one might think on the potential economic benefits for Brazil to be venue of the next World Cup FIFA 2014. One way for a nation to be successful in the events field and to

project a positive image may be related to its ability to predict risks and potential disruptions that can jeopardize the event-management process. A tourism destination can lose its reputation in the blink of an eye. These facts have long-concerned authorities, policy-makers and planners in tourism. From an economic perspective there must be a balance between the cost of security and the event's economic impact, that is to say that the cost of perceived risk must be balanced against the event's expected benefits. In fact, the continuation of certain benefits provided by mega events is not supported in the literature. Many a locale has been disappointed by the lack of post event growth, consolidation or innovation opportunities that they had hoped their event might spur. (Ferreira, 2004) and of course, as Getz (2007: 465) Indeed sometimes the locale's event aftermath may be worse than its state prior to the event. First and foremost it is important not to lose sight of the fact that some major sporting events tend not to attract long-haul visitors. Day-trippers' (or overnight visitors') have a limited time in the event city and may thus produce a minimal impact on the local economy. Once again, Getz's contributions remind us that the success in an event-management not only depends upon the risk mitigation but also on good marketing and tourism policy, *This fact produces what we may call the event-paradox: the better the marketing and the more successful is the event in attracting visitors, the higher the potential for terrorism thus turning success into failure due to the events successful marketing efforts.*

Below are a number of suggestions that event and tourism specialists can use to lessen an event's risk and risk perceptions.

- Develop a media risk plan. No matter what the bad risk may be, the media can make it worse and last longer. Know from the first how you will deal with the media. Be sure to create media contact people with whom you can work.
- Develop lists of what are the key risks to your event. You will never have enough income or manpower to prevent all risks, so the non-productive use of resources is a risk in and of itself.
- In the events industry there is no difference between safety and security risks. Both risks, if poorly managed, will destroy a tourism, travel or visitor industry.

Instead of dividing these two types of risks, place them under the heading of "surety risk management". Then, try to determine where the interactions are between all of the surety risks that touch your business, attraction or company. For example, security begins with good customer service. If your personnel do not listen and do not provide good customer service, they may be missing a major security flaw and exposing the entire business to unneeded risk.

- Take the time to look at how you will fund the losses should a risk materialize. Many tourism and travel entities assume that insurance will pay for all of their recovery costs. Yet tourism entities are always in the public eye. Thus, the assumption that insurance is enough may not be true. For example, what is the cost of a negative headline about your attraction or business? What is the public relations cost of having the press expose the fact that your company did not provide adequate training to employees? How long will it take you to overcome bad word -of-mouth advertising and can you afford the risk of negative publicity?
- Do a full risk assessment. Where are you most exposed to loss? What techniques are you using to minimize this (these) loss(es)? How often do you actually implement these techniques and can you demonstrate that you have monitored the results and compare these results with previous monitoring of results?
- Make a list of every peril to which your side of the tourism industry is exposed and then rank these perils. Risk management is only as good as the assumptions upon which you base your decisions. There is no way that you can eliminate every risk, thus there is a need to rank risks. First rank which risks are most likely to occur, then rank which risks would be most devastating to your office, business, or community. You might divide these risks into four categories. These being:
 - Low probability of occurring and low impact should the risk occur

- Low probability of occurring and high impact should the risk occur
 - High probability of occurring and low impact should the risk occur
 - High probability of occurring and high impact should the risk occur.
- Deal with those risks that have a high probability of occurring and a high-risk impact first. Those with a low probability of occurring and low impact should be deal with last. Rank each risk mentioned in the introduction found above.
 - Then ask yourself what is exposure to loss of each of these listed risks. Will these risks result in a law suite, in loss of personnel or morale, property damage, business interruption or loss of reputation, or some combination of some or all of these factors? How well could your CVB or business withstand your worse case scenario?
 - When doing risk-evaluations determine not only the recovery strategies but also your avoidance strategies. We often forget that the best way to recover from a risk is to avoid the risk's occurrence. Evaluations should always include how much you can afford to self assure, a listing of the what software and hardware you need, what technical support is needed, what political preparations needed to be made, and how your budget would withstand the risk. For example, if you had to lay off employees, would you be able to rehire them? What is the cost of seeking out new employees, or low employee morale and of retraining?
 - Never fail to monitor and evaluate the results of your risk assessment and maintain a time line of where you have been in the past, where you have corrected past mistakes and how changes in the political, economic, social and cultural environment have necessitated changes on your part. Consider what pro-active

measures you need to take, what human measures you need to make, and what managerial techniques you may need to fine tune.

Risk management then in the travel and tourism industry is an on-going process that touches every aspect of the business, from the type of accounting practices used to the public's satisfaction with your company, from managing costs to dealing with issues of fraud. Risk is a part of every aspect of the travel and visitor industry and cannot be avoided. To fail to recognize risk then is perhaps the greatest risk of all (Tarlow, 2011).

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