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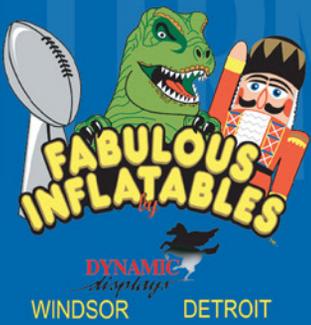
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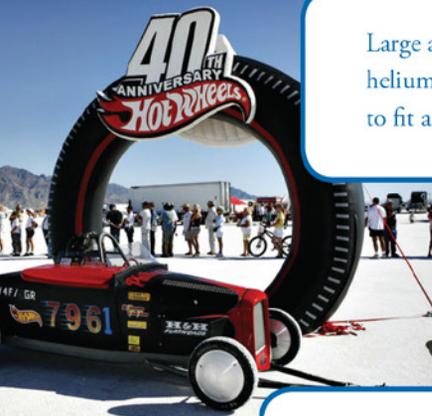
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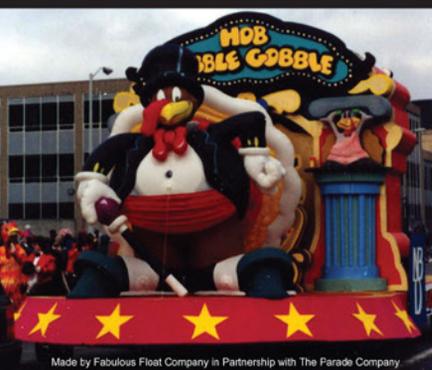


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On the Cover: COVID-19 has spurred innovation, drive-in concerts are one such innovation in Europe and the United States. Singer-songwriter Mads Langer is shown performing a drive-in concert in Aarhus, Denmark, on April 24, 2020. Photo by Andreas Sahl / P Scenen

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- Mandy Rodriguez | A Night In Old San Antonio

IFEA PRESIDENT'S LETTER



YOUR SUPPORT IS NEEDED **NOW, MORE THAN EVER**

On February 27 & 28, the IFEA World Board and IFEA Foundation Board met together in Grapevine, Texas, USA, for the first of our 2020 annual meetings. A small part of our discussion noted the coverage of a new virus (originally thought to be a strain of pneumonia) that was impacting China and starting to be reported in several other countries around the globe. It was not thought, at that time, to be a critical concern. On March 11, 2020 (just twelve days later) the Novel Coronavirus Disease, COVID-19, was declared a pandemic by the World Health Organization (WHO). On March 13, 2020 a national emergency was declared in the United States concerning the COVID-19 Outbreak. In the course of the next four and a half months, the global festivals and events industry (the industry of mass gatherings), and all of our related stakeholders and host communities, had been decimated, both economically and programmatically, as a direct result of this pandemic.

Unlike anything that we have witnessed or dealt with before – terrorism, market drops, supply shortages, travel fears, weather-related and natural disasters, et al. – the COVID-19 Novel Coronavirus Disease was not a problem affecting ‘someone else,’ for which we could offer our thoughts, prayers and support; add an educational session at our IFEA annual convention, addressed by a recognized industry ‘expert’; and give thanks that it was not happening directly on our own doorstep. COVID-19 is on all of our doorsteps and we do not get a choice as to whether we want to deal with it or not. Like the wearing of a mask, it is mandatory that we deal with it, or we may not be around to welcome that opportunity again. And there are no ‘experts’ or ‘best practices.’ No one has ever dealt with this before. And as we look forward, when we do get to see a light at the end of the proverbial tunnel, every event – no matter its age in years, or decades or centuries – will be a first-time event.

On the good news front, we are all in this together. Never before in global history, has there been a more important time to know that we all have a global and wide-ranging network of friends, professional peers and access to the most up-to-date insights and information available. A network provided by the IFEA. A brain trust made up of the most creative and talented leaders in ours, or any other, field, as we all go through a Master’s Degree program, that none of us signed up for!

Over the last several months, that has seemed like an eternity to all of us and the world around us, the IFEA has made a pivotal change in our focus, and has been busy researching, educating, advocating for and supporting all those in our global industry who – on our best days - provide those important bonding opportunities for our respective communities, cities, state/provinces/territories, and countries, in good times and bad.

We have taken the lead in debating and defining new direc-

tions and new realities for the future, learning from and sharing with all of you at every turn. And while answers are still neither clear, nor easy, we have been reminded, over and over, that it is, and will be, the power and willingness of our professional network (both locally and globally) to share, support and imagine the future together, that will get us all through this unique time in our history, however long that may last.

And as we have done our best to provide honest and credible information and insights to all of you, the reality of the message has not been lost on us internally. Taking into account the continued information that we have been following and sharing with health and government officials; our awareness of and empathy for all of your own events and organizations, as you have had to make the very tough decisions to cancel or postpone; and the huge impact on both human and financial resources throughout ours and many other industries; the IFEA World Board of Directors concluded in June that it was in the best interest of the IFEA; the health – individually and organizationally – of all those that we serve; and the focus of our finite resources moving forward, **to move our 2020 IFEA Convention, Expo & Retreat, presented by Haas & Wilkerson Insurance, to 2021 (with more details to follow in the months ahead)**. This will help ensure that we continue providing the highest quality support possible, for a challenge that we cannot yet predict an end to.

While we, like all of you with your own events, were highly disappointed in making that decision for our biggest annual gathering – especially at a time when we would all welcome that time together to support, learn from, and network with our global peers who are going through the same questions, frustrations and challenges – we are committed to providing those same outlets and continued/expanded support in other formats, for as long as we are all facing this global pandemic.

We are planning for/currently offering:

- **Enhanced Online Educational Programming** (including our CFE Program, for those who are working on that or may desire to use the current environment to start that process);
- **Increased Networking Opportunities** through participation in our online Affinity Groups – upgraded now to regularly scheduled video formats;
- **Direct Participation Opportunities** in our IFEA COVID-19 Task Force Committees, as we discuss and redefine the future for our industry in several key areas (* All Task Force recommendations will be shared with the full IFEA Membership):
 - How do we RE-PRESENT our current events if they have had to be cancelled or postponed?

- What will RE-OPENING likely look like, when we do get a green light to return?
- RE-IMAGINING what the future of festivals and events will/may look like if the COVID-19 virus keeps our industry closed for 1-3 years?
- RE-CONNECTING our communities and redefining how our events may need/want to partner more closely with our host communities; other events; and all stakeholders, in order to survive and thrive in the future.
- How to remain FINANCIALLY solvent and sustainable for the short-and-long term future.
- **Continued access to all of our important, Professional Resources** that you have come to rely on, including:
 - ie magazine
 - The Event Insider
 - The IFEA Update & Events
 - www.ifea.com
 - Our IFEA Webinar Series
 - Our Online Event Resource Marketplace
 - Our Virtual Trade Show
 - The IFEA Job Bank
 - IFEA Awards Programs
 - Industry Surveys
 - Industry Templates
 - Social Media Networking
 - Risk Management Resources
 - COVID-19 Specific Resources
 - And Much, Much More

For more information on any of the above, please email Beth Petersen, Director of Member Services at beth@ifea.com and she will connect you with the appropriate staff member to assist you.

The staff and boards of the IFEA take great pride in serving as the leadership hub for our global industry. We will continue to be there, on your behalf, helping to keep our common industry informed, educated, connected, creative, represented, and up-to-speed on all fronts, especially during these challenging times. But just like all of you and your events, we have lost our major event revenue streams, and, to-date, have been excluded from any government payroll protection or loan access programs, due to our 501(c)6 filing status (something we hope will be fixed in future government stimulus plans). We are in the same boat as many of you, as we work to ensure the financial sustainability of the IFEA, well into the future.

To that end, we need your ongoing and generous support now, more than ever, to ensure that we can continue to provide all of the many programs and resources above. If we are a valuable resource to you and your organization, and as you are able, here is how you can help:

HOW CAN YOU SUPPORT THE IFEA?

MAINTAIN YOUR IFEA MEMBERSHIP

If you are a current IFEA Member, please remember to renew your membership, preferably at your first-notification renewal messaging, or before, if able. Or, look into renewing for multiple years.

[RENEW HERE](#)

JOIN THE IFEA

If you are not a current member, but have been enjoying and participating in our weekly COVID-19 Webinar programming, please join the IFEA, so that you can help support the organization, while gaining access to our many other benefits and resources. Multi-year memberships available.

[JOIN HERE](#)

DONATE TO THE IFEA FOUNDATION

Make a donation to our IFEA Foundation 'Fund for the Future,' at as generous a level as possible. Those funds are all directed to keeping our mission-specific educational programming available.

[DONATE HERE](#)

MOVE YOUR CONVENTION REGISTRATION TO 2021

If you have already registered for our 2020 IFEA Convention, Expo & Retreat, presented by Haas & Wilkerson Insurance, please consider moving your registration dollars ahead to 2021, if possible. (Please contact Kaye Campbell, CFEE at kaye@ifea.com.)

PRE-REGISTER FOR OUR 2021 CONVENTION

Register now for our 2021 IFEA Convention, Expo & Retreat, presented by Haas & Wilkerson Insurance as an attendee and/or Expo vendor.

[REGISTER FOR 2021 CONVENTION HERE](#)

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REGISTER FOR A WEBINAR

Consider signing yourself or members of your team up for one or a complete series of IFEA's Webinars. Whether it's an upcoming live IFEA Webinar, a Summer Webinar presented by VolunteerLocal or a Webinar on Demand, IFEA's Webinars are easily accessible and a valuable educational resource.

[VIEW UPCOMING WEBINARS](#)

[VIEW UPCOMING SUMMER WEBINARS PRESENTED BY VOLUNTEERLOCAL](#)

[VIEW WEBINARS ON-DEMAND](#)

REGISTER FOR CFEE

Register for our IFEA Professional Certification Program (CFEE – Certified Festival & Event Executive), sponsored by Kaliff Insurance which will continue to be offered online, with revamps to allow for completing all elements of the program, given the new COVID-19 restrictions that effect some required components.

[REGISTER HERE](#)

BECOME A SPONSOR

Support our global industry and all those who make festivals and events possible around the world, as an IFEA Sponsor. We will work with you to design a specific opportunity that will help you to reach the leadership of our industry with your own programs and services, while supporting those same leaders and organizations through this challenging time.

[LEARN MORE](#)

ADVERTISE WITH THE IFEA

Advertise in any of our high-quality, professional publications and online resources. You'll not only keep your product front and center with IFEA's audience of festival and event decision-makers, you'll also be helping to enable the IFEA to continue serving the festival and event professionals in our industry through the challenges of COVID-19 and beyond.

[LEARN MORE](#)

PRE-PAY FOR IFEA PROGRAMS & SERVICES

Create a pre-paid account with the IFEA, that can be used at any time in the future for all IFEA Programs, Resources, Webinars, Memberships, Convention Attendance, Professional Certification, and more. Gift Cards can be sent on your behalf, as requested.

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SHARE YOUR STORY, YOUR EXPERTISE AND YOUR RESOURCES

Help us to provide the latest information, guidance, and creative new ideas for getting us all through the current COVID-19 challenges by writing articles for our quarterly magazine, ie: the business of international events; offering to present a Webinar on a relevant and current COVID-19 topic; sharing your templates, new operational guidelines, planning documents, and other professionally-relevant materials with your global peers through our IFEA website; and/or offering to host/moderate/manage one of our IFEA Online Affinity Groups, helping to keep all of our professional networks active and in-touch. (Please contact Nia Hovde, CFEE at nia@ifea.com.)

SUPPORT OUR SPONSORS

Continue to support our highly-valued IFEA Sponsor Partners and Vendors, who have made their own, much-appreciated commitment to ensure the ongoing success of the IFEA and our common industry through these challenging times.

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We thank everyone for your continued, highly-valued and important support through these unprecedented times. Globally, we are an 'essential' and resilient industry of the most creative and talented professionals that I can imagine, who will help to ensure that the world's 'new normal' will never be without quality celebrations of who we are at our best! Together we will continue to create the future for us all.

Stay safe and healthy,

Steven Wood Schmader, CFEE

President & CEO

IFEA World



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THERE ARE **SIGNS OF HOPE!**

There are so many new signs, stickers and directional messages to pay attention to in the world today. “Enter here”, “stand there” and “move this way” are on signs in every part of our lives now. In all of the distracting signage, we must also see the positive signs taking place. Though hard to see in the midst of COVID-19 case numbers rising, phases going backwards, school cancellations, every decision becoming political and treasure hunting for paper products – there is hope.

There is physical hope that is generated from safety measures, better preparation, testing, more education and of course in vaccines. The physical safety measures taken after September 11th made us safer and gave us the confidence to travel again. However, it was the desire to be in attendance at those weddings and graduations, the passion to see the show live or to support your favorite team and the internal fire in us to conduct business again in person that powered us through that time’s new normal.

In a recent advertising campaign for the global medical technology company Masimo, I heard a very positive and powerful message that applies to us - *“Throughout our history, any time something bad has happened to us, we have recovered—and we have become our strongest ... When we come together, we can find a way forward.”*

Select industries are having record years! If you are in an industry in which people can come together safely, outdoors for a live experience, you may be having the best year in your history! We the people are drawn together and pulled from our homes with the need to unite. And, we are proving that we will spend money to experience life live.

- Bicycles, boats, kayaks, paddleboards and campers are all having a record sales year
- Neighborhoods have socially distant street gatherings and yard parties
- Painted “Social Circles” for public spaces and beaches are “sold out”
- The time slots offered by zoos and parks are all filled
- ESPN and FOX Sports are enjoying record ratings as sports

fans crave for some time with their favorite teams and live programming

- The need to come together and unite has never been more important
- And, especially here in the United States, people may not always agree, but they can still love their country – Lee Greenwood’s song, “God Bless the USA” hit number one topping all downloads for the recent 4th of July weekend
- Immediately following the spread of the pandemic, charitable giving skyrocketed for the greater good. Reuters reported in April, GoFundMe.com has seen a surge in donations since February, raising at least \$120 million so far for COVID-19 causes. Vanguard Charitable donors have given out more than \$31 million so far, with the average grant just under \$14,000.

These are signs of hope!

We desperately want to be there and be back in the action – so much so, people are paying for their personal cardboard cutout to be in the stands of their favorite stadiums across the world. Theme parks and professional sports are trying to get back to some sense of season, and even if they fail, the passion to return is real and is powerful. We can learn much from their success and their failures.

You cannot quarantine the human spirit. The sense of belonging, desire to come together and passion to celebrate will outlast the pandemic.

Though it does not feel like it now, our jobs may become more important than ever before! When we come together, we can find a way forward!

Ted Barody, CFE

IFEA World Board Chair

President

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Norfolk, VA



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Publisher & Editor

Steven Wood Schmader, CFEE, President & CEO

Assistant Editor

Nia Hovde, CFEE, Vice President
Director of Marketing & Communications

Advertising

Kaye Campbell, CFEE, Director of
Partnerships & Programs

Art Director

Craig Sarton, Creative Director

Contributing Writers

Amelia Abraham, Gail Lowney Alofsin, Robert Baird,
Paula Beadle, Phillip Brand, Dr. Brianna Clark,
Jeff English, CFEE, Bruce L. Erley, APR, CFEE,
Professor Joe Goldblatt, Laura Grunfeld, Jill J. Johnson,
Mona Kelley, Ryan Kintz, Julie Machon, Florence May,
Steve McClatchy, Chris Phelan, Mary Pinak, CFEE,
Gerry Reynolds MSc, Teresa Stass, Robert Wilson,
Kate Zabriskie, David Zolkwer

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Erwin Gebhard / Milwaukee Journal Sentinel, Fred Haaser,
Kern Studios, Andreas Sahl / P Scenen, Andrew Rafkind

For association or publication information:

IFEA World Headquarters
2603 W. Eastover Terrace
Boise, ID 83706, U.S.A.
+1.208.433.0950 Fax +1.208.433.9812

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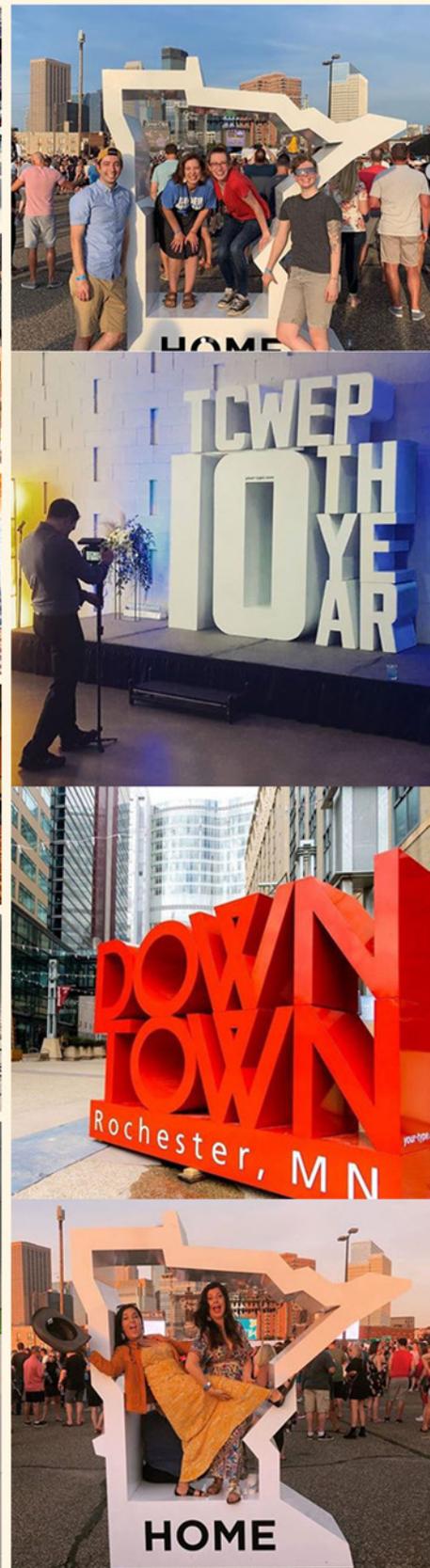
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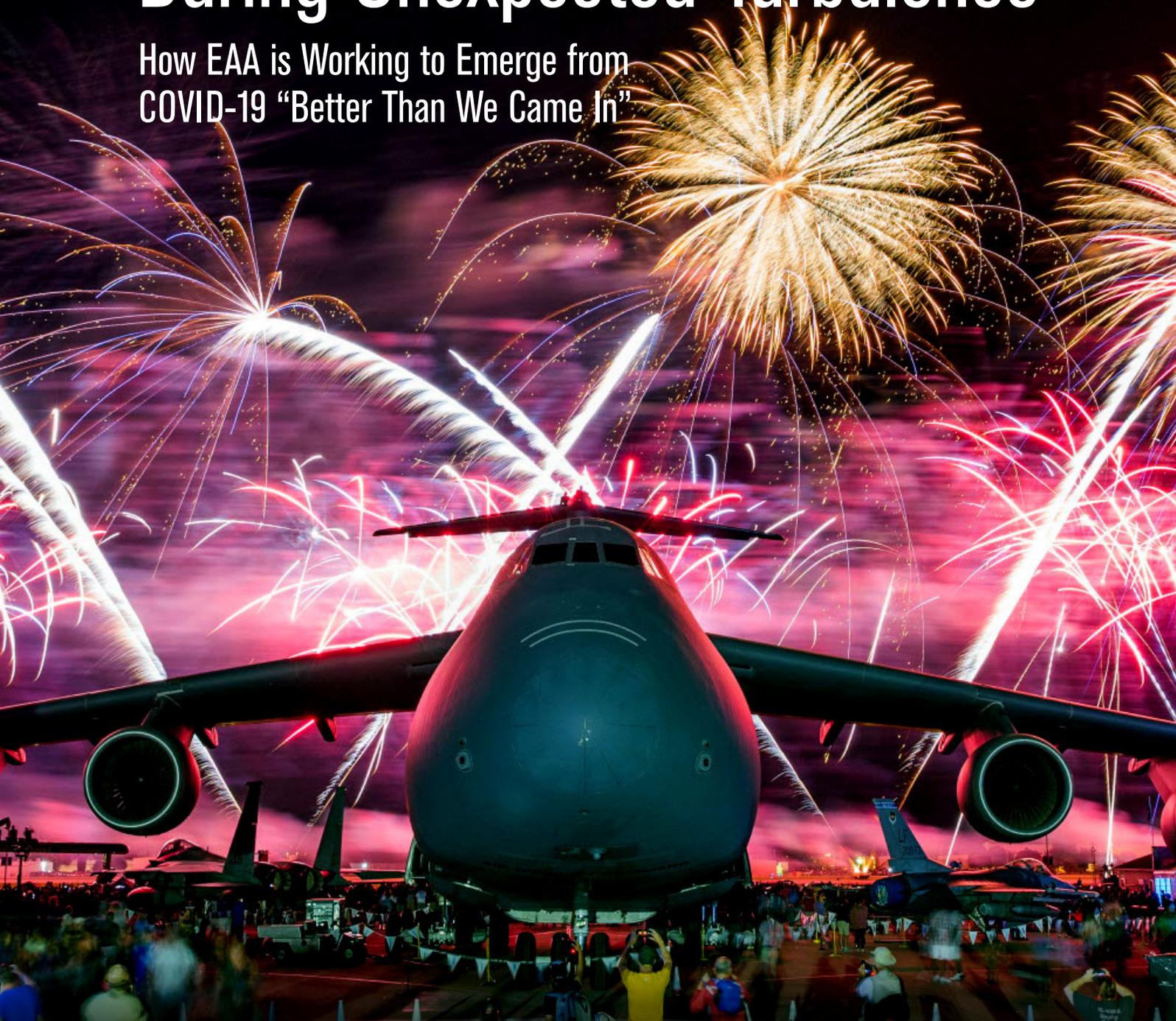


A Picture's Worth a Thousand Words...We're Just Getting Started!

FLYING HIGH

During Unexpected Turbulence

How EAA is Working to Emerge from COVID-19 “Better Than We Came In”



Saturday evening fireworks draw large crowds as they close out the night air show and signify the wind down of AirVenture.

By Amelia Abraham

2020 was set to be another remarkable year. EAA had finished its monumentally positive fiscal year on February 29, and we as employees were excited to set the bar even higher as we pushed through the next 12 months. Of course, you know what happens next. As EAA works through these unprecedented times alongside the rest of the world, we reflect on what the process has looked like and how we're coming out of it.

Preflight Check-In

The Experimental Aircraft Association, Inc. (EAA) is an aviation-based organization that calls Oshkosh, Wisconsin, home. Our mission is to grow participation in aviation, and The Spirit of Aviation is the essence of who we are as individual aviation enthusiasts and as an organization. We host more than 300 events each year, ranging from weddings and corporate events in the EAA Aviation Museum, to large-scale exposition shows and fun runs on the 1,700 acres of land that surround the museum. The property is directly adjacent to Wittman Regional Airport, and EAA employs approximately 180 year-round staff.

EAA is best known for its annual fly-in, EAA AirVenture Oshkosh, which welcomes over 600,000 guests throughout the weeklong event at the end of July. Over 12,000 planes fly in to Wittman airport, and our campgrounds host more than 40,000 guests. There are on-site amenities such as laundries, grocery stores, medical facilities, and an emergency aircraft repair site. For that one week, the city of Oshkosh transforms from a 66,000-person city to a worldwide destination. The University of Wisconsin Oshkosh conducted an economic impact study in 2018 and concluded that, collectively, the impact of AirVenture to the area is \$170 million.

Seatbelt Lights: ON

March 12 was the day our flight path changed, as it did for many others. The situation was being monitored up until that point, but that day to us was "the" day. Our Senior Leadership Team (SLT) quickly realized the magnitude of the situation when worldwide events were being canceled at staggering rates. Emergency meetings were conducted to discuss the status of the situation. EAA was scheduled to host its annual beer-tasting event, Hops & Props, welcoming over 1,500 people

into our museum on March 14. We were two days away at this point. Rentals had arrived and were being unloaded when the decision was ultimately made to cancel the event for the safety of our guests and staff. The silver lining was that we were able to donate over 500 pounds of food from the event to Feeding America.

When staff returned to work on Monday, Jack J. Pelton, EAA CEO and chairman of the board, immediately scheduled "Talks with Jack," where employees could come together for a candid conversation and ask questions. Jack admitted he didn't have all of the answers, but he still met to ease our worries. What he explained to us at that time was what eased employees' minds over the next several months: EAA was okay. When Jack joined the EAA team seven years ago, one of his top priorities was strategic financial planning. SLT created a plan to strive for long-term sustainability in the event of various economic disasters resulting in the inability to host AirVenture for one year, a situation that Jack, at the time, thought was unlikely.

By March 17, employees were instructed to work from home and our museum was closed indefinitely. SLT conducted daily meetings starting March 20 to discuss updates on all levels from local to international. Meanwhile, the many facets of our organization – such as our chapter, sponsorship, donor, and membership teams – worked diligently to keep stakeholders updated, including volunteers, sponsors, exhibitors, and all those affected by EAA.

The status of AirVenture loomed over everyone's heads. Jack refers to the "magic date" being May 1. This is the

EAA Spirit of Aviation Week™

Bringing EAA Together

Spirit of Aviation Week serves as a catalyst for aviation enthusiasts to still engage with each other during what would've been the week of AirVenture in 2020.

f t i #EAAtogether



During AirVenture 2019, Wittman Region Airport facilitated 16,807 aircraft operations in an 11-day period, which is an average of approximately 127 takeoffs/landings per hour.

turning point when many volunteers arrive to prepare the site, tents start being erected, and significant expenditures start to accumulate. The Wisconsin Safer At Home order end date was extended from April 26 to May 26. EAA monitored the virus but also turned to stakeholder feedback. Residents who normally rented their homes to attendees for the week no longer felt comfortable doing so, exhibitors of all sizes were backing out for the safety of their employees, and EAA's volunteer base started voicing their concerns (EAA welcomes over 5,000 volunteers to help prepare for and facilitate AirVenture). Major stakeholders were surveyed regarding engagement if the event were postponed, but commitments weren't able to be made for later in the year. The possibility of downsizing the event was discarded in efforts to preserve the EAA brand. Jack and EAA's board of directors knew what needed to be done, but ultimately, Jack wanted to be the one to make the final decision.

On May 1, employees received an email at 7:30 a.m. with the official AirVenture cancellation announcement. At 8 a.m., the message was sent to our stakeholders and posted to the public. In the statement, Jack was quoted as saying, "Those of us involved in aviation know very well the importance of information-gathering and planning prior to any flight, and I looked at AirVenture in much the same way before reaching this decision."

To share this upsetting news was a daunting task. It was devastating to know

this is the first time EAA won't host a fly-in since 1953 and, for some, the first time they won't make the trip to Oshkosh. Our partners, volunteers, and staff are so incredibly passionate about aviation and what EAA stands for, and play such an integral role in making AirVenture the World's Greatest Aviation Celebration that it truly is.

However, the response we received once the announcement was made was heartwarming. Those involved with the event understood and knew it was a tough decision that needed to be made. The community rallied around us, showing us fantastic support. We heard comments such as "We can't wait to come back" and "2021 will be the greatest reunion." EAA then spent the rest of May unraveling all the efforts that had already been put towards the event and started to look to what the rest of the year might look like.

Enjoying the Flight

One benefit to this roller coaster pandemic is the vulnerability being displayed during such uncertainty, which has made leadership critical at every level. The constant throughout this period has been communication from our leadership at EAA. Jack consistently sent staff emails checking on the mental health of our employees and provided information in whatever capacity he was able to at the time. If there was uncertainty, he told us, and he personally offered to talk with anyone who wanted to reach out.

Transparency and inclusivity through COVID-19 has strengthened the loyalty of our staff, knowing that we are valued and cared for every step of the way.

One innovative solution to some employees' normal work being hindered was to utilize staff strengths in new and creative ways, reassigning employees to work with other departments on special projects. For example, members of our events team are working in departments such as donor stewardship, risk management, and business development. Not only does it benefit the organization and keep people working, it broadens the skill set of those individuals and provides a platform for employees to engage with others whom they normally wouldn't. EAA received a Payment Protection Program loan, which aided its already impressive efforts to keep all staff employed.

Productivity, in many ways, has remained constant or even increased. One reason is the immediate access to each other due to the elimination of travel. Even though most employees are still working from home, most remain easily accessible to other staff members. As employees, we are learning new ways to be creative within our workplace, and the feedback I've seen has been overwhelmingly appreciative for the opportunities. Though other special projects were able to be taken on, employees still strived to serve our members as well as the aviation community. This desire led us to the question, "How do we still fulfill our purpose?"

Maintaining the Flight Path

Upon the cancellation of AirVenture, a new objective emerged to create another experience, virtually, with the essence of AirVenture but keeping it separate so as to not try to replicate it. The overall willingness of people to reimagine events provided our staff the opportunity to create new content and untested ventures. The idea was conceptualized into what will be the Spirit of Aviation Week, with the intention of bringing EAA together.

The concept of Spirit of Aviation Week is to keep the aviation community connected and our bonds tight. Something new and exciting, with its own brand and with the intent of keeping our aviation community engaged and together, was quickly developing. Elements of AirVenture could still be incorporated, such as educational forums, firsthand stories from aviation legends, opportunities to engage with exhibitors, and even scooping up new apparel. EAA's team is bringing a sense of ingenuity to create unmatched online experiences.

The five-day event will consist of a wide range of virtual experiences for any type of aviator or aspiring aviator. In addition to countless presentations and discussions, guests can attend events to help them learn to fly and improve pilot proficiency. Exhibitors are encouraged to participate with virtual exhibit spaces, which will provide them a platform for their brand, products, education, and services.

Hal Bryan, a senior editor at EAA, brings to light that the measure of success for this event may not be simply the number of views for each piece of content. He explains that while some might enjoy watching this type of material, others may see it as inspiration to get out and fly. Hal said, "Another measure of success is to inspire to engage in aviation in any form that week, which might be sharing pictures of their travels." To learn more about Spirit of Aviation Week, visit EAAtogether.org.

Financially, EAA has undoubtedly suffered with the loss of AirVenture, but expenses have also been drastically minimized. One department that has excelled has been our merchandising program. While EAA was able to cancel a large amount of apparel orders, AirVenture 2020 merchandise was already produced and hitting the shelves of our gift shop and online store. Since the cancellation announcement, EAA has processed over 4,000 online orders for AirVenture merchandise. There is no doubt that guests are scooping up limited edition keepsakes for the event that never was, but EAA is also

offering an enticing 50 percent discount on all AirVenture 2020 merchandise.

A surprising element to canceling AirVenture is intercepting plans for an unauthorized fly-in during what would have been AirVenture week. Some guests have stated they still plan to fly to Oshkosh to enjoy the local amenities and help support the economy. EAA has published statements and gained exposure with the help of various other media outlets to ensure that guests have a realistic expectation when planning their trip. All EAA grounds will still remain closed to visitors, which means no walking on the grounds or through the museum. Our campgrounds and shower facilities will also be off limits, as the proper licenses required were not fulfilled this year without an event. EAA is prepared to staff personnel around the grounds as needed.

On the Horizon

The situation we are all in is incredibly unique, because everyone is experiencing it at the same time all over the world. A shining beacon for EAA is Project 21, a 30,000-square-foot addition to our museum that will serve as an education and innovation center. Jack Pelton hopes it sparks interest and imagination for those looking to learn more about aviation. Project 21 was scheduled to break ground in spring of this year but has been postponed.

As for events, Jack put it best when he said we are flying by the seat of our pants. EAA is currently evaluating how to uphold new standards of sanitation and safety. This summer, our facilities team is taking advantage of the opportunity for many site improvements, a luxury we have not had

before due to essential preparations for AirVenture. Our museum plans to reopen August 1 with capacity restrictions, including gatherings of no more than 10 people. After September 1, we hope to host events for 50 or fewer people and will evaluate progress as we go.

COVID-19 is a generation-defining crisis, and the overreaching goal of EAA continues to be, as Jack put it, to "come out better than we came in." Not one part of the world remains unaffected, and because of it, we are all willing to adapt, listen, and experiment with new ideas. EAA is proud to focus on our future and how to make our next AirVenture the greatest one yet.

Amelia Abraham is a Senior Event Coordinator at the Experimental Aircraft Association (EAA), an aviation organization most well-known for its annual fly-in, EAA AirVenture Oshkosh, welcoming over 600,000 guests throughout the weeklong event. Amelia graduated from the University of Wisconsin – Oshkosh in 2016 with a Bachelor's Degree in Psychology and began pursuing her event career at EAA in March 2017. Although a newer member of the events industry, she has successfully coordinated numerous events including EAA's largest fundraiser that raised \$2.75 million in 2019, 5k runs, and a 20,000-person agriculture exposition show. Amelia is working to achieve her CFEE before the end of 2020. She serves on the board of a local golden retriever rescue and is currently planning her wedding.



The AirVenture grounds spreads across more than 1,700 acres.



VIRTUAL LEADERSHIP & DIGITAL DIPLOMACY

“The best manners are those that put other people at ease.”

– Thomas Farley, “Mister Manners”



Change is a consistent reality in all business climates - it happens to be a bit more accelerated during the pandemic. Virtual Leadership, leading remotely, can be challenging.

You can mitigate this to a degree as you focus on the power of your presence, interest and response while interacting online. More people are working remotely; what may not have mattered at one point, certainly matters now. With visibility limited, the softer skills of business – replying to emails and phone calls, formally praising an employee via email, making time and investing in your employees, keeping in touch with your team – are all crucial.

A few tips to maximize your digital diplomacy:

- 1. As the military states: “On time is late!”**
Just like you would for an in-person meeting, arrive 10 minutes early. If you are hosting the meeting, send email reminders an hour in advance with the correct log-in number. There are so many meetings taking place on WebEx, Microsoft teams, Google Hangouts and Zoom – make it easy for your attendees to join. Share content (handouts or documents) your attendees may need to review prior to the meeting.
- 2. Here’s Looking at You Kid!**
We have become broadcasters overnight! Put your best face forward. Use natural lighting. Choose an area with

an uncluttered background. Choose carefully if using a virtual background as they can be distracting. Try to avoid broadcasting from your bedroom. If you have to, make your bed and put your stuffed animals away!

As mom always said – *“Sit up straight!”* Center yourself during the pre-video check so your body is in the middle of the screen. Is your face visible? We have all joined meetings where we see the top of a colleague’s head or a view of their nose!

Dress for success! Wear “business appropriate” attire. You don’t need to don your suit; yet dressing in something more than sweatpants and a t-shirt will help you assume the “I’m at work” mindset.

3. Your Presence is Requested.

Would you walk out of an in-person meeting? Turning off your camera during a virtual meeting is rude. If you have a reason you must do this, explain it to your audience in advance. Make sure you use a business friendly placeholder picture with your name displayed.

Checking your phone or email? Don’t be obvious. Try not to “zone out.” Ask questions, be present. Smile. Look into the camera when you talk. Avoid eating.

4. A Kind Word Goes a Long Way.

Words are powerful and they make a difference - *“thank you,” “please,” “great initiative.”* It can change a person’s day and their attitude toward their tasks and job.

5. The Case for Optimism.

Optimism? Here’s what’s in it for you: better relationships, lower stress level, higher productivity and happiness. You can choose to focus on what is right with the world and you can choose to be grateful for the success, possibilities and gifts in your own life. It is always easy to complain and focus on what is wrong; triggering swells of negativity in your heart and mind.

Leadership begins with you – no matter what your position is in the company. Virtual or in person, be conscious about what you can contribute. Give without expectation of gain. Often, we want something from others, especially when we have done something for them. It’s not about keeping score; being kind yields its own rewards. You will feel peace and happiness. It’s your choice.

Gail Lowney Alofsin is the Director of Corporate Partnership & Community Relations for Newport Harbor Corporation/Newport Restaurant Group. An adjunct professor at the University of RI and Salve Regina University, author, speaker and volunteer, Gail lives in Newport, Rhode Island. To date, 100% of the sales of her book, *Your Someday is NOW! What Are YOU Waiting For?* have raised over \$42,000 for non-profit organizations. Visit gailalofsin.com for more info.

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International Festivals & Events Association
IFEA World

LEADERSHIP — LEGACY — RECOGNITION PROGRAM

The IFEA Leadership Legacy Recognition Program recognizes individuals who have made a significant impact through their work and accomplishments in the festivals and events industry within their own town/city/community. Someone who may not necessarily have the international impact that the IFEA Hall of Fame Award calls for, but has accomplished great things within their own town/city/community.

Throughout the year, up to four Leadership Legacy recipients will be selected by their peers from nominations received. Each recipient will be recognized through a feature in an issue of IFEA's "ie" Magazine – specifically in January, April, August and October. This is an ongoing recognition program throughout the year, nominations can be accepted at any time. "ie" magazine deadlines can be found at www.ifea.com.

Leadership Legacy Nomination Criteria

Leadership Legacy nominees must represent a current or past IFEA Member. Nominees can be retired and/or represent any facet of our industry (i.e.: vendor, supporter, event profession, senior professional, etc.)

Please Submit the Following Information for a Leadership Legacy Nomination.

Nominees may have someone else submit a nomination on their behalf, or are able to nominate themselves.

Leadership Legacy Nominee Contact Information

Name, Title
Organization
Address, City, State, Zip, Country
Phone, Fax, Email

Leadership Legacy Nominee Questions

Please answer each of the following questions citing specific examples using no more than 500 words per answer.

1. Explain the impact through their work and accomplishments the candidate has made in the festival and event industry within the local community.
2. Describe the level of involvement the candidate has had with the IFEA during their career.
3. Submit a general overview of the candidate's career including organizations worked for, positions held, titles, awards etc.

Entry Format:

Please email the nomination in a word Document.

Submit Entries to:

Nia Hovde, CFEE, Vice President/Director of Marketing & Communications at nia@ifea.com.

Questions:

Please Contact Nia Hovde, CFEE, Vice President/Director of Marketing & Communications at Email: nia@ifea.com or Phone: +1-208-433-0950 ext: 8140.

Deadline:

Nominations may be submitted at any time during the year. Leadership Legacy Recipients will be featured in the January, April, August and October issues of IFEA's "ie" Magazine. "ie" Magazine deadlines can be found at <http://www.ifea.com/p/resources/iemagazine/publishingdeadlines>.



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— Lori Shandro Outen, Founder / Producer of Treefort Music Festival

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By David Zolkwer and Joe Goldblatt

FROM SPECTACULAR TO TRANSFORMING...

*What is the Post-Pandemic Future
FOR HALLMARK AND
MEGA EVENTS?*

Spectacular. Iconic. Historic. These are the kind of friendly adjectives often deployed to describe 'hallmark' or 'mega' events – perhaps best exemplified by the likes of the Olympic, Commonwealth and Asian Games, the FIFA World Cup, Expos, Biennales and other grand-scale sporting and cultural experiences, festivals, celebrations and commemorations.

Because of their scale and complexity, these events tend to draw on the assets of an entire city or region in order for them to be delivered effectively. The rewards for stakeholders here can be extraordinary – positively impacting the economy, tourism industry, and the physical infrastructure of the host city. In addition, recurring hallmark events can serve to regularly reaffirm the status and cultural cachet of places and people.

So, in terms of their scale, sophistication, visitor pull, audience reach and potentially transformative impact, these events – the ultimate in multi-platform, live, broadcast and online extravaganzas – are as about immersive and experiential as you can get. Or at least they were. Because, right now there are no events – hallmark, mega or minor; global, national or local. Naturally, we are fretting over when and how we will all meet again.

Every day, online forums are loaded with fresh-baked predictions and hopes for the short to medium-term recovery of the events industry; so many voices, all urgently attempting to fathom the situation; bravely prescribing the actions we could or should take in order to be able to return to the mega-events business.

Some forecasts may indeed become reality. However, some perspectives are perhaps built on foundations of misplaced optimism while others are too bleakly pessimistic to be helpful. Many solutions appear to offer only pyrrhic victories over COVID-19, losing sight of what makes a mega event 'mega' in the first place, including the notion of them being collective, shared and emotive experiences, with the audience playing a critical role simply by being present. There is widespread uncertainty and fear. And there's perhaps also a real danger of pundit fatigue.

The truth is, so much of the outcome of this ghastly COVID-19 experience remains out of our control. Whatever we in the industry think, feel or do, we're still going to have to wait patiently for permission to step back on stage or take our seats in auditoriums and stadiums. And even then, there'll likely be a gap between what we are told we can do, and the precise terms under which performers, technicians and audiences will be inclined to actually do it.

Until we can all sit or stand shoulder to shoulder, the respected work we do in the name of sport, culture and entertainment will understandably be deemed a high risk, low priority. It's nothing personal. Everyone gets the potential value of these kind of events for body and soul and the economy. It will 'simply' come down to science, politics and activism.

But right here and now, why don't we be kind to ourselves and agree that eventually, and hopefully in the not too distant future, we shall indeed meet again – for the festivals and celebrations and commemorations and great sporting moments that make us feel gloriously human.

More than ever, we'll need to sing, cheer, cry and laugh together; to be in close proximity to thousands of strangers, yet as one. We'll want to surrender ourselves to a sublime 'mass' moment, and in so doing, find, or maybe just as appealing, forget ourselves, just for a little while. So, we are at least well motivated to come together.

But while we standby to do so, given that even pre-COVID-19, many believed that some hallmark and mega events were already on the wane – in terms of sustainability, relevance, cost, geopolitics, security and yes, the threat of a global pandemic – perhaps now is a great time to take stock and to re-imagine what the

view from the top might look like when we eventually get back to doing what we do.

How do we begin to tackle the greatest challenges – from the economic to the existential – our industry has ever encountered?

Some conversation starters...

Embrace the Change

The sooner we can get through denial, anger, bargaining and depression to arrive at the fifth stage of our understandable grief – acceptance – the sooner we can then move forward. There IS opportunity in whatever comes next.

Rekindle our Purpose

Will our mission be to offer escapism, like the great Hollywood entertainments born of the Great Depression, and/or will audiences crave more in the way of reflection, catharsis and connection?

Perhaps now is the time to further explore the essential relationship between the obvious value of these events and their fundamental purpose. Perhaps now is the time to move away from the jingoistic, nationalistic, chest-beating, cultural displays sometimes associated with mega and hallmark events. Perhaps cities can become more generous hosts – celebrating our wonderful differences for sure, but also placing emphasis on what we have in common – the universal human experience - rather than what sets us apart; to focus on the notion of 'sister and brother' rather than 'other'. Can we sustain the deeper compassionate connection that has emerged across the world in recent weeks, even after we 'recover'?

Perhaps we might also see mega events delivering increased tangible social impacts over and above their immediate remit – generating donations for social causes for example, in the way that the Opening Ceremony of the Glasgow 2014 Commonwealth Games pioneered, when it raised more than £6m with UNICEF to help disadvantaged children across the Commonwealth – all through the direct, real-time, digital participation and contribution of the live and broadcast audience.

Naturally there is always so much talk of the 'what' and the 'how' of hallmark and mega events. Let's now also get back in touch with the 'why' of it all. And let's be sure it's a 'why' our audiences will come out to be a part of.

Thinking 'Local'

There will be an inevitable and logical shift towards economic and cultural nationalism as, short-term at least,

Many are understandably in ‘fight or flight’ mode and that could impair our ability to think clearly. As warm and fuzzy as it sounds, we might all benefit from taking a breath and simply sitting quietly with our thoughts, and to listen.

international ‘destination’ events will be less sustainable and accessible. Global events will become national and national events will become local.

Thinking ‘Global’ Too

We’ll also need to be mindful not to let the short-term emphasis on the ‘domestic’ result in us shrinking away from each other. Many mega and hallmark events are actually predicated on the facilitation of international connection and exchange. How can we continue to nurture links from afar in order to avoid ‘over localisation’?

Thinking ‘Broadcast’

There’ll be even greater emphasis on the ‘amplification’ power of broadcast and digital to take events into the home and onto devices rather than assuming audiences will be able to attend in person. Broadcast has always been an essential ingredient of hallmark and mega events, so this shouldn’t be too much of a leap. But it’s likely that we will see an acceleration in the deployment of interactive and AR technology, and that could be very exciting.

Staying in Touch...Keeping Relevant

Mega and hallmark events need to stay connected to their audiences and the extended industry diaspora. They may not be able to ‘perform’ in the conventional way – particularly this year – but they can certainly lessen the void by sharing and connecting in other ways. If they matter, then they will be working now, with empathy, to mitigate the impact of their temporary ‘physical’ absence.

These are some of the things I think we need to do. And how do we do it?

Leadership & Responsibility

Those events, talents, agencies and organisations that think of themselves as leaders need to...well...lead! In this time of crisis, they need to show the way. They need to prove their indispensability; their relevance; their resilience; the value of

their contribution to community and to the cultural and economic landscape; their contribution to growth; and now, their contribution to the recovery process.

Humility

We’re going to have to find creative and innovative solutions for the future. If we can keep our egos in check and accept that we might not know the answer to every question – we’re likely to be more open to new conversations and to listening to the ideas of others.

Pragmatic Optimism

Despite the short-term fix it offers, blind optimism doesn’t really serve our cause. We need to find positive energy within and amongst ourselves for sure, and a belief that we will indeed find a way forward. But we also need to keep our feet on the ground; to get and stay ‘real’. If we are to get on with the recovery task at hand, we might well need to give ourselves a little bit of tough-love along the way by recognising and accepting some harsh realities in order to save us from further disappointment down the line.

Think for Yourself

Many are understandably in ‘fight or flight’ mode and that could impair our ability to think clearly. As warm and fuzzy as it sounds, we might all benefit from taking a breath and simply sitting quietly with our thoughts, and to listen. Perhaps, if we can press pause on our compulsive multi-tasking and the incessant ambient ‘noise’, our minds might become less polluted; to clear like some of our city skylines have, to help yield new clarity.

Creativity vs. Curation

It’s always hard to find our own original thoughts and ideas. We are constantly bombarded and challenged to field, curate and appropriate the views and ideas and products of others.

Leaning on what’s already out there in terms of existing opinions, advice, solu-

tions and technologies in order to bridge the gap makes sense in the short-term of course. But long-lasting, meaningful change is likely to require some deep and original thinking.

Teaming

Think of your team as a dynamic entity. Surround yourself with excellence, not just in terms of people with the obvious industry talents and skillsets, but who are also open-minded, supportive, compassionate, brave, challenging, energised and bright; people with extraordinary mindsets.

And perhaps we need to be more polymathic in our search for solutions – looking for input from outside of our own industry to expand and diversify our knowledge and expertise – to introduce new ways of seeing and solving.

The events industry is awesome. It is adept at delivering excellence under pressure and scrutiny. It is agile. It is skilled. It is progressive. It is dedicated.

Together we can find a new way of being and doing and contributing that could feel even better than anything we’re being forced to leave behind. Perhaps the new normal might not have to feel abnormal.

Spectacular. Iconic. Historic. These are indeed appropriate words by which to describe the best of hallmark and mega events. But perhaps in the ‘new normal’ light of tomorrow it might serve the cause to add a few more words into the mix, words like invaluable, purposeful and transforming.

David Zolkwer is an award-winning corporate and public events Creative Director & Producer. Major event highlights include the ceremonies for the Athens 2004 and Beijing 2008 Olympic Games; the Manchester 2002, Melbourne 2006, Glasgow 2014 and Gold Coast 2018 Commonwealth Games; the FIFA World Cup and Confederations Cup in South Africa, the Arabian Gulf Cup in Doha and a decade of London’s annual New Year’s Eve Celebrations.

Professor Joe Goldblatt is Emeritus Professor of Planned Events at Queen Margaret University in Edinburgh, Scotland. He is the author, co – author and editor of thirty - eight books in the field of events management. The eighth edition of his first text book, that has been continuously published for thirty years, was released in May 2020 and features a foreword by David Zolkwer.

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USING AUDIENCE DATA TO SELL YOUR EVENT

A lot of small and mid-size events make the mistake of mass calling or emailing any and all businesses in their area looking for sponsorships. They typically have no real rhyme or reason when doing so. They are playing it like it is a numbers game. The more people I ask, the better results I will get. This theoretically can be true, but it is by no means the most effective and efficient way to go about sponsorships.

The most efficient and effective way to go is starting with prospects that are actually a fit for your event. Now you may be asking, "How do I know what's a good fit?" You know by looking at your audience data. This data derives from these questions: Who is your audience? Where are they coming from? What are their interests? What are they looking to purchase in the next year?

Letting your audience data lead you to your prospects will ensure that you find sponsorships that are a good match for your audience. When you match potential sponsors with your audience, you will not only experience greater success in signing sponsors, but your sponsorships will be more successful. Trying to squeeze a sponsorship into an event for the sake of the money almost never leads to successful results for the sponsor and in turn, doesn't lead to the sponsor resigning for the next year.

I bring up audience data and patron demographics a lot. These are essential for building your patron profile so that your event and your sponsors know who you are targeting. It's what defines your attendees and your fan population. Knowing your patron data is the lifeblood of selling sponsorships. I will say this again. Knowing your patron data is the lifeblood of selling sponsorships. It's a very important component that many small and mid-size events ignore. In this day and age where data is so readily available to sponsors, those who don't take this aspect seriously will be left behind.

Difference Between Audience Data and Demographics

Oftentimes the terms audience data and demographics are used interchangeably. I even catch myself doing this on a regular basis but there is a slight difference between the two.

Demographics refers to age, race, ethnicity, gender, marital status, income, education, and employment. They are characteristics that define a population segment but do not usually include so-called lifestyle characteristics. Whereas *audience data* refers to demographics and anything else you have on your audiences such as their favorite vehicle companies or the movies they are watching. For the sake of this article, they can be used interchangeably but it can be important to know the difference.

How to Obtain Audience Data for Your Event

I'm hoping that you have already collected your audience data for your event. If you have then this metaphorical <High Five> is for you! If you haven't, then don't stress. I'm going to walk you through some ways to start the process!

1. You can use past ticket sales for zip code information to determine where your patrons are coming from.
2. Pull demographics from social media. This is not full proof but will give you a good sense of who is at least interested in your event and who is following your branding message. It may not tell you who is showing up at your event, but it will give you a good idea of your audience and their interests. If you do not have any data, this is a great place to start. You can go to your Facebook or Instagram insights and pull analytics of your fans instantly. There are many tutorials on how to do this online.
3. Ticketing platforms have become increasingly better at being able to collect audience data upon purchasing. Ask your ticketing platform what kinds of data you can collect. Many of them are able to integrate with patron's social media and pull even more data like age, gender, job, and other important info. Some can even allow you to ask a couple of questions upon purchase of tickets.
4. Conducting a survey is one of the easier ways to get the information that is most important to you or your sponsors. You can do this either online or on-site. To get the best results we suggest providing an incentive. Maybe it's a free gift like a hat or t-shirt. You could also give a chance to win experience upgrades, ticket packages, or a discount code prior to the event. You may be wondering what to put in this survey. Don't worry, we will cover that next!
5. Finally, you can invest in a third party to poll demographics for you. For example, you can hire a company to come out to your event and collect this information for you. If you do not know what to do or need more in-depth information, then I would suggest having professionals come out and implement it for you. This is helpful to get a really good understanding of what your patron demographics are even if you only do it every few years.

The more audience data you can collect the better your prospects will be. Sponsors love audience data and making it essential to sponsorship goals will prove to be so much more successful for your event than mass emails and cold calls!

Teresa Stas is a national speaker, consultant, and workshop facilitator on the topic of sponsorships and event marketing. She is an accomplished marketing leader and CEO of Green Cactus, a boutique agency that specializes in event sponsorship sales and marketing. She has been named one of the 20 on the Rise Event Professionals by Honeybook and RisingTide.com. You can check out Teresa's online sponsorship course at sellsponsorship.com. If you would like to get sponsorship tips to your inbox, you can sign up for the GC monthly newsletter at GreenCactusCa.com.

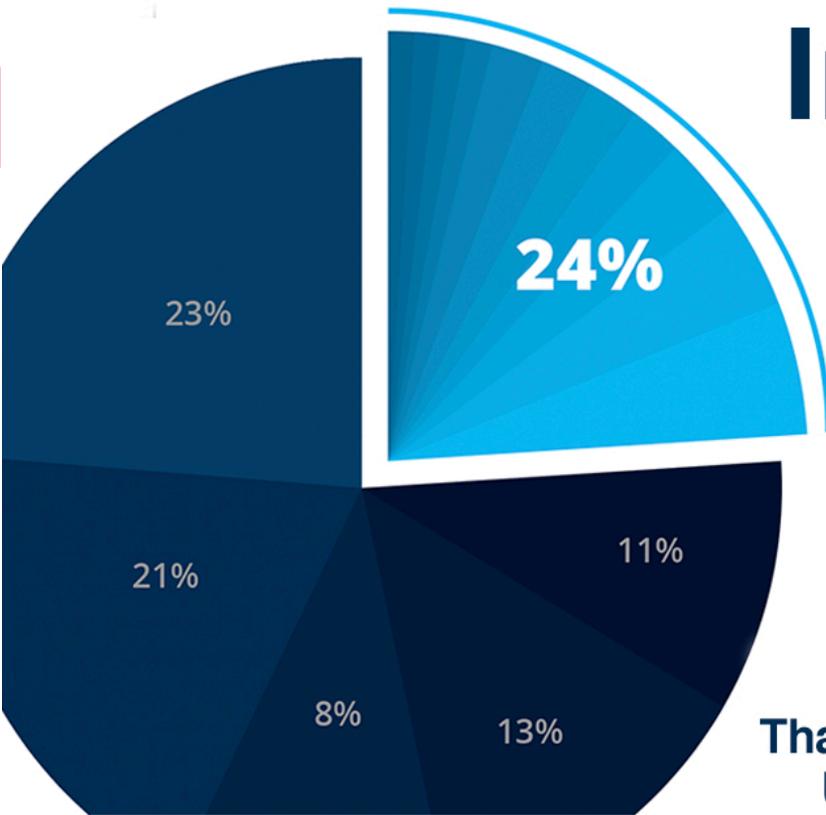
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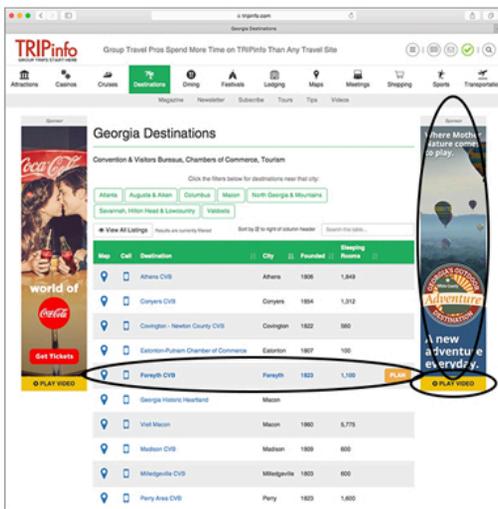
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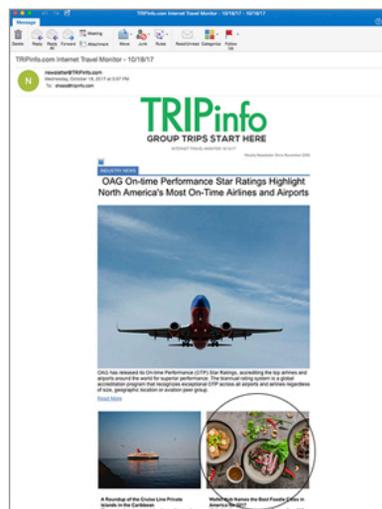


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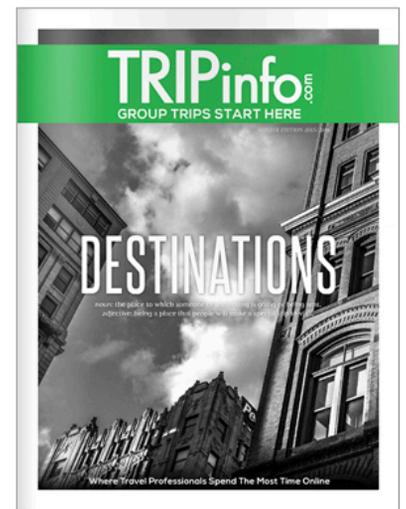


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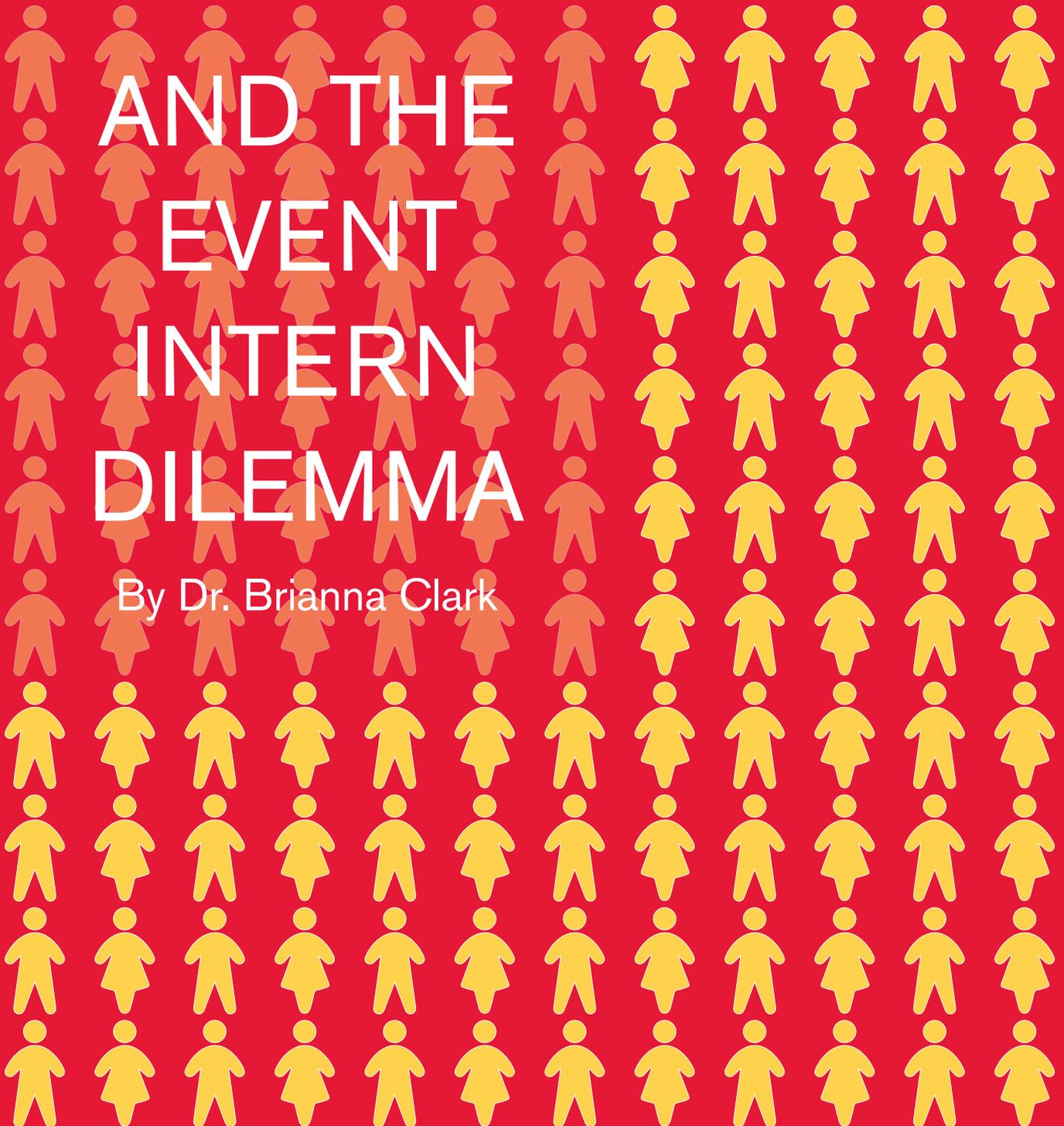
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THE CORONAVIRUS PANDEMIC

AND THE EVENT INTERN DILEMMA

By Dr. Brianna Clark



It feels as if we fell asleep in one world and woke up in another; a world quite unimaginable and difficult to navigate - particularly from an employment standpoint. In an effort to contain the novel COVID-19 coronavirus pandemic, sharp and drastic increases in unemployment have resulted. During the month of April 2020, the “number of unemployed persons rose by 15.9 million to 23.1 million” representing a 14.7% unemployment rate: the highest since the Great Depression ⁽¹⁾. Due to restrictions placed on people congregating together, it is no surprise that the event industry has been one of the hardest hit by this pandemic. The U.S. Department of Labor reported that employment in leisure and hospitality plunged by 47% during the month of April 2020 ⁽¹⁾. Therefore, it is no surprise that the paid out-of-work employee has been the obvious focus of this pandemic, resulting in the largest stimulus package in U.S. history ⁽²⁾. Unfortunately, the stimulus package does not address nor fix the dilemma of a unique kind of worker: *The Intern*.

Not only did the coronavirus pandemic create unprecedented job loss for paid workers, it upended the lives and education of college students interning during Spring 2020. The talent-acquisition software company, Yello, conducted a survey with more than 900 college students and found that “35% of students who’ve accepted summer internships learned the internship was cancelled” ⁽³⁾. One can speculate that the percentage of cancelled internships is higher within the service industry, considering the current unemployment rate within leisure and hospitality. For example, 75% of event management students at High Point University enrolled in a Spring 2020 internship were unable to complete their internship hours at their internship site nor remotely. This sudden loss of experiential learning resulted in faculty quickly creating “alternative assignments” to make up for lost site hours. Even more concerning is that Yello’s study reported that of the employers who cancelled internships, 64% offered no compensation ⁽³⁾.

This sudden loss of opportunity for college students will leave lasting consequences not just for the students, but also for their future employers. In a recent issue of “ie” magazine, Ira Rosen argued the importance of succession planning at every level for the festivals and events industry ⁽⁴⁾. While interns are not permanent fixtures within an organization, training employees and volunteers and of

course interns at every level provides organizational sustainability ⁽⁴⁾. In a recent Yello press release, Jason Weingarten, Yello Co-Founder & CEO, states, “continuing to invest in early talent development is crucial to the success of the future workforce and is key to ensuring a lasting talent pipeline for your organization” ⁽⁵⁾. These unprecedented recent cancellations of internships within the event management field is of great concern for both college student interns and event organizations:

- a. Students are distressed they will fail to meet required internship standards for graduation.
- b. Students will be ill prepared for the industry that awaits them; ⁽³⁾ Organizations’ unwillingness or inability to train future talent will result in an industry less prepared to meet industry demand and expectations.

Although we are familiar with this current internship crisis due to experiencing the Great Recession of 2008, we are much more prepared as a society and industry to manage the COVID-19 internship dilemma. While it can be argued that the Great Recession for 2008 did not directly impact the event industry in the way the coronavirus pandemic has, the cost-effective communication and technology resources we have access to today is unparalleled to 2008. It is our responsibility as event managers to ensure that we do not remove these important and essential learning opportunities from those that will be our future employees; therefore, we must look for creative solutions.

The first and obvious solution for keeping an intern on board is to convert the internship to a virtual internship. While this may not seem feasible or desirable to do at first, due to the lack of events currently being planned and the unknown of when particularly large-scale events will be held, there are many ways in which an intern can still be a valuable resource from afar.

These are a few creative ways you may choose to engage an intern without requiring them to be physically present within your organization.

1. **Webinars** – an intern can help in the creation of webinars that you may choose to distribute to your staff, volunteers, or other stakeholders, or they may be the audience. Even if interns are not involved in the creation of the content for these webinars, the content is likely invaluable to their professional development. These webinars may cover topics such

as human resource issues/training, marketing strategies, sponsorship, experience design, risk management, evaluation plans, engaging your community etc.

2. **Social Media Content Creators**

– You may feel your organization’s social media should lack attention if your event has been cancelled; however, failure to keep your audience engaged can be detrimental to your organization and/or event in the long-run. College students, due to the generation in which they have been brought up in, are natural content creators. Allowing them the freedom to create content related to your organization, event(s), stakeholders will ensure your audience has not forgot about your existence when your events are back up and running.

3. **Virtual Events** – Fortunately (and for some begrudgingly), we have become all too familiar with how to engage with others in a virtual world via live streaming and video conferencing. However, this type of communication has proved effective in captivating audiences when correctly implemented. Billboard.com posted a list of livestreams and virtual concerts to watch during the coronavirus crises. For example, the 320 Festival, a festival aimed at changing the way mental health is discussed, will no longer occur live in-person at the L.A. LIVE complex, rather the festival was online between May 8th and 10th 2020, in which fans could tune in for free on Facebook Live and YouTube Live. While moving events online may not be a priority for your organization, they are an excellent way to engage an intern in event management and planning on a smaller scale. Not only will an intern gain valuable skillsets producing an online event, the product may also help your organization stay relevant to your audience while you are not able to produce live events.

4. **Create an Online Strategic Analysis**

– This time without live events may be an ideal time for your organization to conduct an audit of your organization’s online and social media presence and compare how you stack up against your major competitors. As college students, Interns are often sharp in their research skills and look forward to the opportunity to dive deep into how adequately companies are using

Interns are the few ways both industry and academia intersect and support each other...

- technological affordances to generate business and engage with customers.
5. **Research Future Event Programming Opportunities** – While it is doubtful you have more time on your hands even though no events are occurring, you probably wish you could use this “extra” time to be more creative in your event planning. An Intern would likely be excited to implement creativity into current event programming. A new set of eyes, eager to implement skill sets developed in the classroom, would likely provide you with some desirable results. This assignment is also low risk, as there is no requirement or expectation that what the intern develops must be implemented. In fact, an Intern would gain a great deal of insight to learn from you what is considered good/feasible and what could be improved upon.

These are only a few ideas to help you to think about how an Intern can be utilized during a time in which events have come to a standstill. Your organization may not be able to take on the responsibility of an Intern; however, you may still be able to help the academic community and the students they serve. For example, during the Spring 2020 semester, The National Recreation and Park Association (NRPA) created an area within their “Career Center” area of their webpage in which agencies could post remote work they had available for interns. I encourage IFEA and member organizations to consider offering similar opportunities to college students. While agencies may not have enough work to employ a full-time intern, posting remote projects interns can complete for you may be a credible solution for the situation academia and the event industry is facing.

Interns are the few ways both industry and academia intersect and support each other, we cannot afford for this relationship to dissipate; rather we must look for ways to build a better future together. While supporting interns in the form of work projects may not be possible for you or your organization, I encourage you to look for ways to stay engaged with the individuals that will one day be part of your organization. College students gain a great deal from mentorship and industry guidance, and this does not need to

come in the form of an internship. Simple ways you and your place of employment can support college students during this time include:

1. **Review LinkedIn Profiles** – Providing feedback to college students on how to make their online presence more competitive is invaluable to their professional development and helps you become familiar with how students are becoming prepared to enter industry.
2. **Guest Class Speaker** – Instructors and professors are always looking to engage industry within their classes, even in a virtual world. The value of connecting class content to the real world excites students and allows them to find value in what they are learning. Simply sending an email to express interest in speaking to classes to professors or department heads of programs that teach event management is the first step to making this happen.
3. **Host Virtual Networking Seminars** – Hosting a virtual networking seminar (via Zoom, Microsoft Teams, Webex, etc.) in which you invite college students to be a part of is a great way to get students engaged in industry. Simply offering students the opportunity to build their network is invaluable to their future success. It is also a great time to informally interview interns for when you are ready to employ an intern.
4. **Practice Interviewing Skills** – Offering to critique students’ interviewing skills in a virtual setting is also a great way to prepare future interns/employees. Students are often hungry to know how they can improve professionally and are greatly appreciative of a critique from a person in industry.
5. **Mentor** – All of the above activities are actions a mentor would engage in with their mentee. But making a lasting impact on a college student means being there well beyond the college years. As we all know, some of our greatest successes are due to the support we received from our mentors throughout our career. Extending your help well beyond the coronavirus pandemic is what will help students and our industry prevail.

We face a multitude of challenges as we navigate the new world we suddenly woke up in; however, these challenges can be overcome with resiliency and creativity. Taking the time to examine how the academic world and industry can continue to support the intern TOGETHER, may not be easy but will be worth the outcome: educated students prepared for industry regardless of a pandemic.

Dr. Brianna Clark is an Assistant Professor of Event Management with High Point University’s Nido R. Qubein School of Communication (NQSC). She teaches a variety of event management classes including Introduction to Event Management, Event Planning and Evaluation, Events Operations, Events for a Diverse Society, and Event Administration. She received her PhD in Parks, Recreation and Tourism Management at Clemson University in 2011 and was an Assistant Professor of with Temple University’s School of Sport, Tourism and Hospitality Management from 2011-2015. Most of her research examines leisure programming and employment opportunities and barriers for women and children within leisure contexts. Her work has been published in well-respected international and national academic journals and industry outlets. Dr. Clark is in the process of pursuing her CFEA from IFEA.

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GOOD ADVERTISING IS ROOTED IN PSYCHOLOGY

I share a strange story from my early days in advertising.

Back in the early 1990s, the marketing director of a small software company called me in for a consultation to help them with their advertising. She told me that I had been recommended to her by one of their customers, and by one of their vendors. She explained that the company was in crisis. Until recently, they had been very successful. Their software was a business application which served many different types of companies, and they had grown rapidly. During this time, they had enjoyed the tranquility of being the only player in a niche market. Their success inspired the owner of the company to send out a press releases and in turn the company received a lot of positive publicity. The publicity, however, attracted the attention of several larger software companies, who upon learning of the lucrative niche market decided to enter it as well. Soon the little software company was losing market share to the larger competitors.

When I first heard their story, I thought of an old joke my father had told me. It was about a little bird who failed to migrate south early enough and was caught in a snowstorm. Its' little wings iced up and it crashed into a barnyard where it looked like it would soon freeze to death. But then a passing cow dropped a load of manure on the little bird. The warmth of the manure thawed out its wings and the little bird was so happy it began to sing. A cat heard the bird, dug it out of the manure, and ate it. The moral of the story, my father said, is just because someone craps on you doesn't mean they are your enemy; and just because someone takes crap off you, doesn't mean they are your friend; and when things are going well, you should keep it to yourself so that you don't attract unwanted attention.

On my arrival at the software company, the marketing director led me into a conference room. As I asked her questions about their current marketing strategy, I noticed she kept looking at her watch every minute or so. After about five minutes, she told me that the president of the company wanted to sit in on our meeting. Almost immediately, the door to the conference room flew open, and a burly, florid faced man burst into the room without introducing himself. He walked rapidly toward me, and I assumed he was the president of the company. I rose from my seat and extended my hand in greeting. He ignored my gesture to shake, and slammed a stack of laminated company advertisements on the table in front of me and demanded, "If you know so damn

much about advertising, tell me which of these ads worked and which didn't."

I was shocked by his rude behavior and my first thought was, "I'm not taking this - I'm outta here!" My second thought was, "Wait, this could be a lucrative account." So instead, I took a deep breath and counted to ten. I was a little disconcerted that anyone would question my ability in such an obnoxious way - especially when I had been highly recommended to the company. I had expected my expertise to be accepted because of the word-of-mouth referral. After composing myself, I was able to respond to his request.

This was years before I would teach advertising at Georgia State University, or travel the country giving seminars on how to create advertising that sells. At first, I wondered if I could answer his question. He didn't offer any sales reports or other tangible proof I could use in my assessment. He didn't tell when, where, or how long he ran the ads. But I had several years' experience in advertising, so I believed I should have some idea. I said, "OK, I accept your challenge." And, I began looking over the six ads he gave me. In less than five minutes, I gave him my answer.

I separated the ads into two piles. The first pile had two ads that were simple, black and white ads with no graphic elements at all - just headline and copy. The second pile had four brightly colored ads with photos, illustrations, and numerous design elements. Pointing to the first pile, I said, "These two ads may have generated a small response, but far from what you hoped for." I could tell by the look on his face that I was correct. I then pointed to the second pile, and stated confidently, "These four ads generated no response at all."

The company president's mouth fell open and he said, "You're absolutely right." He then demanded angrily, "How can you know that?"

I tried to explain to him that there is a science to advertising. It's not rocket science, but there are simple principles of psychology to be followed that ensure an ad will work. Most of the ads from the zero-response pile had humorous headlines, photos and illustrations that had nothing to do with his product. Beginners, who have watched too many Budweiser commercials, believe an ad has to be funny or clever to get attention. Below the headlines and visuals were dense blocks of copy that would turn away any

Continued on page 84

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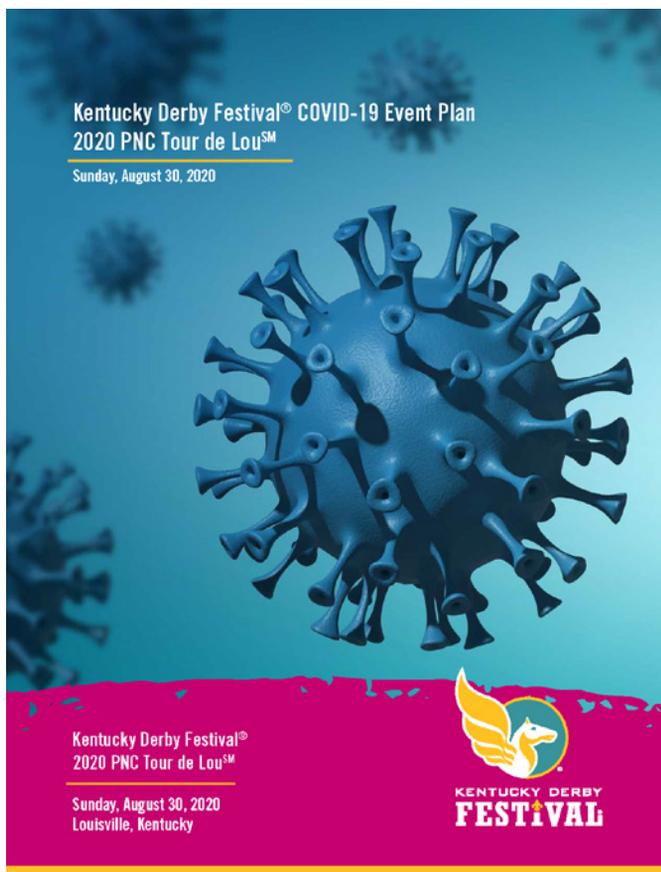
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WE'RE GONNA GIVE IT A SHOT



Slowly but surely things are starting to reopen in a measured and cautious way. Well, aside from the President holding rallies in churches and arenas with people not wearing masks and practicing zero social distancing. But I digress.

The Kentucky Derby Festival decided on June 12 to cancel all of our large events. This included Thunder Over Louisville, the Pegasus Parade, and the miniMaraton/Marathon. We also realized that producing events such as BeerFest, WineFest, Bourbonville (yes, we love our alcohol here in KY!), and the Great Steamboat Race was not financially feasible with reduced crowd sizes that would allow for acceptable social distancing. Basically, if we cut our crowd in half, we cannot sell enough tickets to cover our expenses and make enough money to justify producing the event.

There is one event, however, which we believe will allow us to keep social distance and maintain proper hygiene throughout the venue. The PNC Kentucky Derby Festival Tour de Lou is a non-competitive, un-timed, 20, 35 or 62.1 mile bicycle tour through Louisville, KY. We anticipate 800 athletes will participate in the race. In order to produce this event, KDF needed to write a reopening plan that would be submitted to Governor Beshear's office for approval.

Following industry best practices for outdoor mass gatherings as outlined by the World Health Organization (WHO), the International Festival and Events Association (IFEA), USA Cycling – Return to Riding Guidelines, and Governor Beshear's guidelines for mass gatherings, KDF wrote a plan that concentrated on four specific areas: Enhanced Hygiene, Density Reduction, Touchpoint Minimization, and Enhanced Messaging.

The plan below was our best shot at meeting the standards set forth by the Governor and incorporating the guidance provided by the best minds in the event business. I decided to go ahead and insert the entire plan below so that you can hopefully use it when crafting your own.

Hopefully, these cautionary steps are necessary for just this moment. That with time and a vaccine, we can hire bands and shoot fireworks and feed people delicious fried food. And maybe we have learned a lot about keeping our venues cleaner and safer, which is never a bad thing and sets the table for how we produce our events for decades to come.

Without further ado, here is the plan. If you'd like the colorful, fancy version, please email me at jenglish@kdf.org.

What you will see at KDF events:

• Enhanced Hygiene

- Hand sanitizer and handwashing stations will be positioned at the entrance to and throughout the venue.
- Portable restrooms will be spaced out to allow social distancing. Each restroom will have a hand sanitizer or handwashing station available nearby.
 - *Please reference SANITATION (pg.9) -Returning to Riding and Racing, USA Cycling for visual models and deeper detail on precautionary measures taken.*
- Enhanced protocols for cleaning high density areas continuously throughout the event.
- All staff and volunteers will wear face coverings and gloves. Athletes are encouraged to wear face coverings up until the start of the event.
- All staff and volunteers to have a non-contact body temperature taken before entering venue.

- Additional garbage receptacles placed throughout venue.
- Onsite inspector to ensure guidelines are being followed.
- **Density Reduction**
 - KDF will institute measures that will allow for increased spacing for athletes and personnel in areas such as check-in and the start and finish line. For each different area of the event/venue from check-in to finish, there will be additional volunteers assigned just to help enforce social distancing.
 - The ratio of portable restrooms per athlete will be increased to minimize lines.
 - Announcements via the public address system to encourage social distancing measures. Signage placed throughout venue to encourage social distancing.
 - *Please reference GENERAL OPERATIONS (pg.11) -Returning to Riding and Racing, USA Cycling*
 - Athlete check-in and sponsor tables to be spaced apart to prevent crowding. Distancing markers will be placed at check-in to ensure 6 ft. separation between athletes.
 - Volunteer numbers will be optimized to reduce potential interaction with athletes. Also actively recruit a younger demographic of volunteers.
 - First Aid stations located away from common areas.
 - *Please reference EVENT OPERATIONS (pg.26) -Returning to Riding and Racing, USA Cycling*
- **Touchpoint Minimization**
 - Minimize contact between staff/volunteers/athletes.
 - Reimagine athlete check-in to allow for non-contact check-in and provide easily discernable lines and social distancing markers.
 - Drive thru packet pick up at the KDF Office located at 1001 S. Third Street, Louisville, 40203.
 - Utilize queues and temporary decals at restrooms and check-in lines to enforce separation.
 - Aid stations reimaged to allow for minimal athlete to medical team and athlete to athlete contact.
 - *Utilize single use products for care and safety precautions*
 - Utilized pre-packaged and individual serving foods to avoid communal vessels. This includes utilizing bottled water at all aid stations.
- **Enhanced Messaging**
 - Rules for social distancing, hygiene, venue expectations, temperature checks, and athlete wellness questionnaires posted on all communication platforms.
 - Athletes will be asked to complete an on-line wellness questionnaire before traveling to the event.
 - Notices and rules posted on KDF website, social media channels, emails, and greatly enhanced signage throughout the venue.
 - Safety requirements communicated directly to sponsors and included in contractual agreements.

Event Proposal:

- Bicycling is a unique event that allows for social distancing at the start and finish lines. By enhancing the size of the start

- line and incorporating rolling start times through the morning, required social separation between athletes can be maintained.
- The start of the race will be at 7:00 a.m. This will allow for the athletes to avoid the hottest part of the day and provide enough time to implement a socially distanced rolling start.
- Start times per group of 200 cyclists will be spaced 30 minutes apart. This will allow each group to start the race and clear the venue before we welcome the next group of cyclists to the venue. (Note: this is a 20-minute increase of start times from our previous model which allowed all riders in larger corral numbers to get off safely. We believe this will offer ample time and space for all riders of various distances specifically maintaining the minimum of 11 mph.)
- Athletes will be given a start time based on their last name.
- Proposed time start times are as follows:
 - 7:00 a.m. – 200 Metric Century
 - 7:30 a.m. – Remainder of Metric + 35-mile riders
 - 8:00 a.m. – Remainder of 35 + 20-mile riders
 - 8:30 a.m. – Remainder of riders

Water / Sag Stops

- Additional water stops will be added to allow for less traffic at each stop.
 - *Please reference EVENT OPERATIONS (pg.26) -Returning to Riding and Racing, USA Cycling*
- Volunteers at stops will wear masks and gloves, and 6-foot markers will be placed on the ground for distancing requirements on lines for nutrition and water re-fills.
- The large divide in start times will spread out the number at each water stop. However, KDF will also regulate stops with additional bike racks and signage showing where to get bottled water and receive nutrition items.
- Single directional traffic flow will be implemented to avoid crossover traffic among participants.
- Nutrition will be pre-packaged and or individually wrapped.
- Bottled water will be single serve and handed to participants while wearing gloves.
- Items must be handed to participant while wearing gloves and participant will not be allowed to reach into any large vessel to retrieve their items.

Finish

- *Once an athlete finishes the race, they will be immediately directed away from the venue where they will receive nutrition and hydration without contacting any volunteer or staff member.*

Jeff English, CFE is the Sr. Vice President of Administration/General Counsel of the Kentucky Derby Festival. After graduating from Washburn University School of Law (Topeka, KS) in 2004, Jeff worked in politics and practiced law before joining the KDF staff. He is charged with overseeing all of Festival's legal issues and serving as its risk management officer. He also manages the Merchandise Department and the 501(c)3 not-for-profit Kentucky Derby Festival Foundation.

INNOVATE, WHEN YOU CAN'T CONGREGATE!

By Mary Pinak, CFEE



Chartered on November 5, 1894, the City of West Palm Beach (WPB) has a storied and diverse history. In 1893, Standard Oil magnate Henry Morrison Flagler bought real estate in modern-day Palm Beach County, building on what is now the island of Palm Beach. Across the waterway, he carved out a 48-block townsite to provide housing for island staff, which became what we know as West Palm Beach.

Today, the City of West Palm Beach (pop. 112,906 as of April 2018) with its sunny palm-lined streets, scenic waterfront views, quaint shopping districts, historic neighborhoods and year-round outdoor festivals is a delightful slice of paradise. As the seat of Palm Beach County and,

according to Forbes, one of the fastest growing areas in the country, the City offers a dynamic setting in which to live, work and play, while enjoying all the attributes of South Florida. WPB's aesthetic environment and diverse community are what make the city an exceptional place to host world class festivals and events.

When the COVID-19 crisis hit the United States, West Palm Beach's idyllic slice of paradise entered "stay at home" mode and all community events were cancelled from mid-March 2020 to indefinitely, in compliance with state directives from Governor Ron DeSantis. As the city shut down, the award-winning Community Events Division immediately began to plan for a new iteration of events.

To help WPB residents recreate at home, the City offered inspiration and instruction for residents to host their own events by rolling out a new "*DIY Event Guide*". While craft projects are included, the guide's collection of videos aims to inspire virtual gatherings, or "events," to make special moments memorable during quarantine. The guide is hosted on WPB Community Event's Web site at www.wpb.org/events, and all projects encourage residents to craft and create their own mini events using common and inexpensive household items. Contributions to the Guide are supplied exclusively by the full Community Events team, including talent, content, filming, editing, graphic design and web site programming to provide a

DIY Event Guide

Community Events has introduced the West Palm Beach DIY Event Guide to help you create at-home events!



Joe DiMaggio Children's Health
Specialty Center

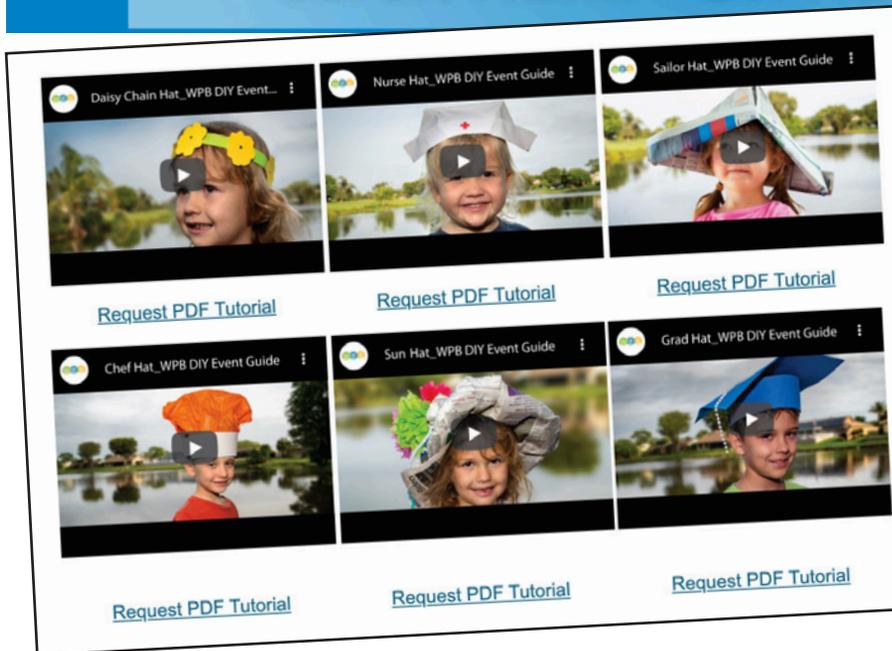
#WPBTogether



Coming July 20



CLICK HERE FOR ALL DIYS



variety of examples and thought starters for most any occasion.

"In addition to facilitating food, financial assistance and other basic needs, we are also offering this exciting new guide to elevate our residents' spirits," said WPB Mayor Keith A. James. "Our events are about uniting the community, and this new initiative is an excellent source for doing so. We are in this together and are here for whatever [our community] needs."

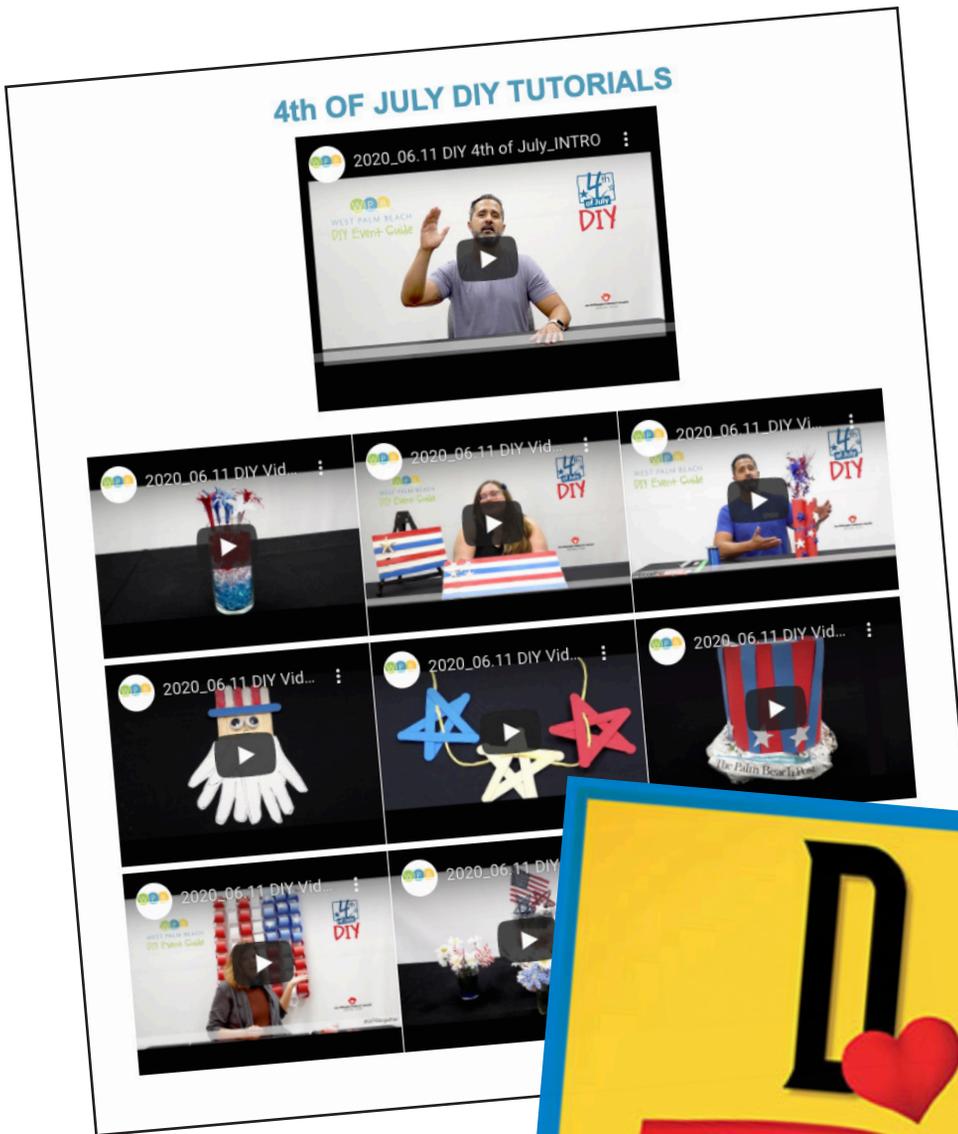
The DIY series first launched with a how-to video for an at-home egg hunt. Titled *It's Spring and We're Wingin' It*, the on-line content was complemented with a drive-up giveaway of treat-filled eggs at City recreation centers on Saturday, April 11, 2020, courtesy of the City.

The next in the series was a project to honor frontline workers. *Hats Off to Heroes!* DIY Festival presented videos

demonstrating how to make various hats out of paper and other common household objects. Participants were encouraged to share their stories on social media, especially if they have a special hero who they were saluting, as the virtual salute aimed to create a compilation of the community's collective gratitude. Soon thereafter, *Celebrate Mom!*, included step-by-step instructions on how to make a forever flower bouquet for mom, with additional ideas such as a massage and manicure when presenting the flowers for an at-home "spa day." Residents were encouraged to share their events online, using a specific hashtag.

Then, on May 29th, Mayor James held a press conference to announce *DIY 4th of July "POP"* (Party On your Porch). In lieu of the City's celebrated 4th on Flagler

event which annually draws 100,000 people to the downtown area, the campaign encouraged residents to indulge in a full afternoon of patriotic at-home entertainment, culminating in a fireworks show for the Independence Day finale. He shared that full fireworks shows would be launched from two different undisclosed



were many bright spots in the promotion of the Community Event Division's efforts to help WPB celebrate the Fourth of July from home. Based on the 411 pieces of media that the Department's PR firm tracked across broadcast, news and social outlets, including national mentions in the *New York Times* and *Bloomberg*, 131 million potential viewers were exposed to the campaign. Hundreds of thousands of South Florida residents from six counties tuned in to watch the live televised broadcast of the fireworks, and WPBF 25's Facebook Live of the pyrotechnics show had over 49K views that night.

Since the launch of the DIY campaign in April, the media monitoring app Meltwater has tracked over 550 pieces of content about the Guide in TV, print and social media outlets.

Combined with the tracked metrics for 4th of July DIY POP, in monitored, measured media the DIY Event Guide has specifically generated over \$1.28

north and south locations in WPB, to reach as many residents as possible, and that they would also be televised as part of a special partnership with Hearst-owned WPBF 25, the local ABC affiliate. WPBF 25 created a special show, *WPBF 25'S Project CommUNITY: Fireworks From Home*, where it aired interviews and vignettes on the City's storied history and 125th anniversary, with a live feed of the fireworks as the finale.

As part of the Independence Day campaign, prior to the start of the show, residents were encouraged to support local businesses by ordering takeout through West Palm Eats, the City's on-line initiative to help local restaurants during the pandemic, and then staging their patriotic "POP" using the Fourth of July themed tutorials in the DIY Event Guide. Everyone was encouraged to post pictures and videos of their POP to social media, using #WPBTogether, to join the virtual DIY 4th of July celebration.

Amid a COVID-19 environment, there



The *DIY Event Guide* has also provided the City with an opportunity to retain sponsorship contracts that were in play prior to the COVID- 19 crises.

million in advertising value equivalency, with a total potential viewership of 140 million.

In addition to coordinated marketing efforts employed by the City, several community partners, supporters and businesses have worked together to share the *DIY Event Guide* on their social media and print channels. Hubbard Radio West Palm Beach, the WPB Ddowntown Development Authority, WPTV, FOX 29 WFLX, the Palm Beach Post, A Guy on Clematis, and Pizza Girls have tweeted messages to their combined 858K followers that contained mentions of the campaign and the link to the *DIY Guide* on Community Event's home page. The Palm Beach Post also organically produced three color ads, two full page ads focused on *Hats Off to Heroes DIY* and *4th of July DIY POP*, and one half page ad promoting Celebrate Mom! *DIY* in support of the campaign.

The *DIY Event Guide* has also provided the City with an opportunity to retain sponsorship contracts that were in play prior to the COVID- 19 crises. Joe DiMaggio Children's Health Specialty Center (JDCH) had just signed an annual contract to join the City of WPB on two of their legacy events; as a *Screen on the Green* year-long sponsor and a 4th on Flagler sponsor for \$20,000, when the pandemic hit. The March 13th *Screen on*

the *Green* movie showing was slated to be JDCH's first event with the City. As event cancellations commenced, so did some creative thinking. To secure the sponsorship, the City offered JDCH the *DIY Event Guide* for title sponsorship as well. The Children's Center loved the idea and this thinking helped Community Events secure and bring in \$20,000 in revenue at a time it was really needed. Hubbard Radio West Palm Beach, the City's exclusive radio partner, and the Palm Beach Post and Palm Beach Daily News have also worked tirelessly alongside the City to change previously scheduled spots and ads slated for live event promos to promotions for the *DIY Event Guide*.

Residents thus far have also been able to enjoy several other home-grown event ideas, including *DIY Concerts*, *Milestone Moments*, *DIY Screen on the Green*, and *Dad's Day Air & Boat Show*, and Community Events is in the final stages of production for *DIY Summer* which launches on July 20, 2020.

The WPB Community Events Division's core focus is on providing free and inexpensive opportunities for family fun. The *DIY Event Guide* has become an effective and fun virtual outreach tool to continue that focus, by not only encouraging and engaging local residents

who miss the City's in-person events, but to reach anyone who is looking for ways to host events at home and tap into their own creativity. As a bonus, the department has witnessed an emergence of unrealized skill sets come forth, helping Community Events reimagine what producing events for the community can look like under any circumstance. While the preference is always to host events in person, the Department has not lost sight of its role – and perhaps how much more important it is now than ever before to lift the community's spirits.

Mary Pinak, CFEE has over thirty-five years of event planning experience in the hospitality industry and with the City of West Palm Beach. As Community Events Manager for the City, Pinak initiated and continues with her talented team, more than 200 City events annually, including heritage weekly and monthly events and *Holiday in Paradise: 30 days of holiday programming* starring "Sandi" the world's only holiday tree sculpted from 700 tons of sand. Under Pinak's direction, the City's Community Events Division has compiled more than two hundred and seventy five international, national and state awards for special events and promotions, including the prestigious IFEA World Festival and Event City Award.





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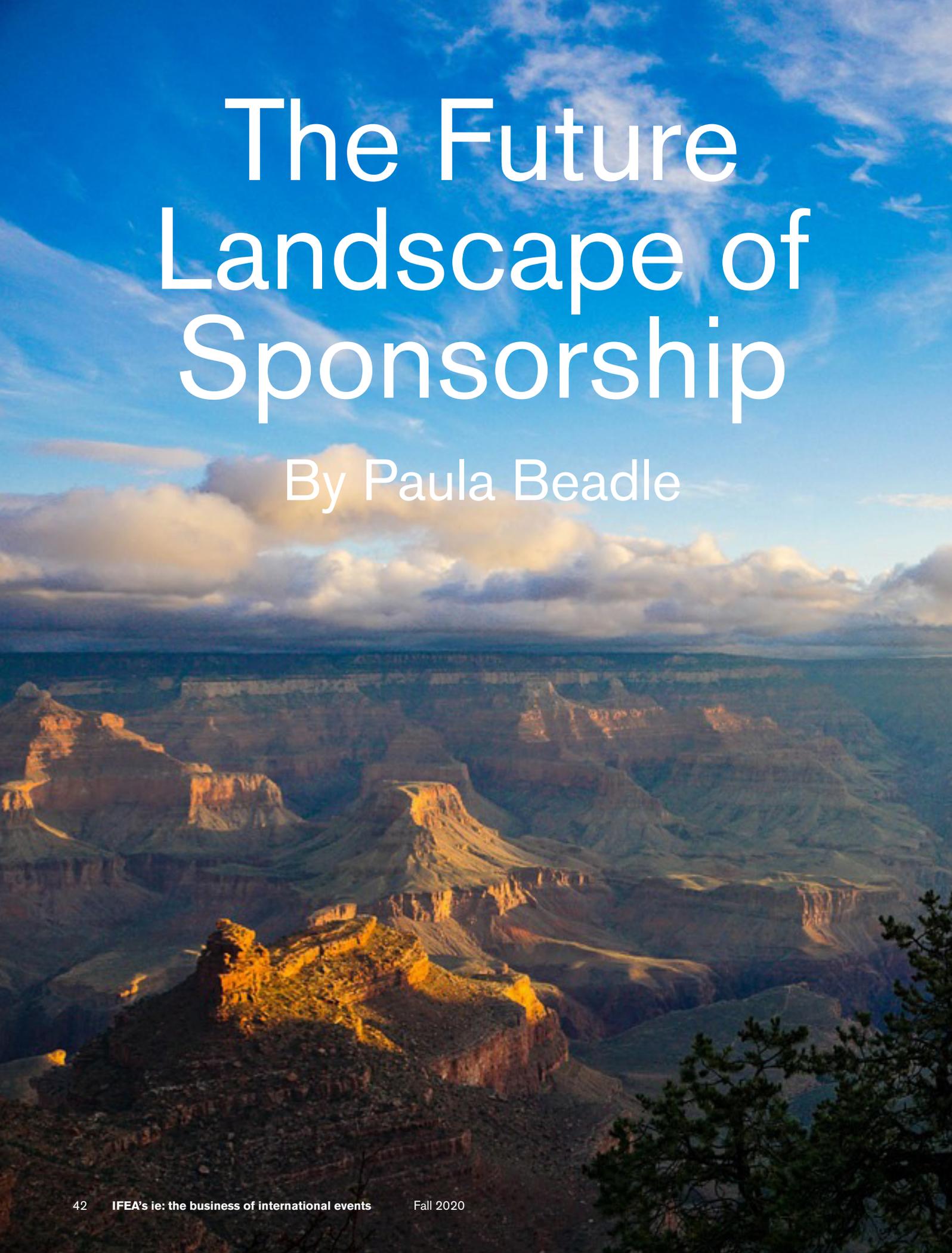


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The Future Landscape of Sponsorship

By Paula Beadle

The festival and events industry is made up of talented, driven, and fiercely dedicated professionals who are not easily rocked by uncertainty and change. These days, it's easy to become discouraged, but we are growing in different ways, and the challenges we face will make us better when calmer days arrive.

I'm often reminded of a favorite quote from Dolly Parton, "We cannot direct the wind, but we can adjust the sails." We adjust the sails by controlling our response to the situation – taking full responsibility for our thoughts, behaviors, and actions.

In the wake of the COVID-19 pandemic, the sponsorship industry will have a dramatic transformation... a transformation that is long overdue and that will evolve at an accelerated pace. We will need to do a better job delivering solutions and showing value. Our future sponsorship success will require fearless and uncharted thinking.

Now is the time to collaborate with industry colleagues and sponsors, freely exchanging ideas, sharing experiences, and learning from each other in real-time so we can prepare, and our industry can thrive. Steve Schmader, CFEE, President and CEO of International Festivals & Events Association's (IFEA) recently invited me to share my thoughts on "The Future Landscape of Sponsorship" with IFEA members. I enthusiastically welcomed the opportunity. For a PowerPoint from that webinar that will also help guide you through the information below, click here.

I admit my insights are rapidly changing and evolving, based on marketing research, talking with industry leaders around the nation, and my experience working with partners. As a place to start, I have summarized and updated the information I shared with the IFEA audience to spark positive and informed conversations about how your organization will prepare for the future of sponsorship.

SPONSORSHIP PREDICTIONS

We asked the audience to share their thoughts about the most significant changes in sponsorship, revenue projections, and their most valuable strength during the presentation. What they said is shown in the charts on the right side of the page.

Predicting the future is challenging in an uncertain and quickly changing environment, but it's important we take the information available at the moment, play-out various scenarios and take action. It's not the time to toss out the anchor and

wait for calmer and clearer days ahead. Below are my predictions on what the future of sponsorship may look like:

1. Sponsorship Spending Will Decline

Sponsorship spending will decline through 2021. That's not a news

flash. I estimate 25% reduction as the result of companies reducing sponsorship budgets, events lowering or renegotiating smaller sponsorship fees, and the exit of a few traditional sponsors. Although I believe at this point in time, we should expect a

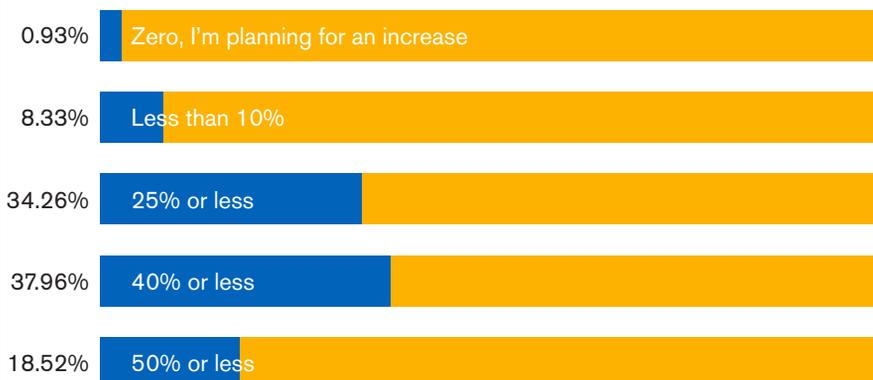
What do you believe will be the most significant change in sponsorship?

Single Answer



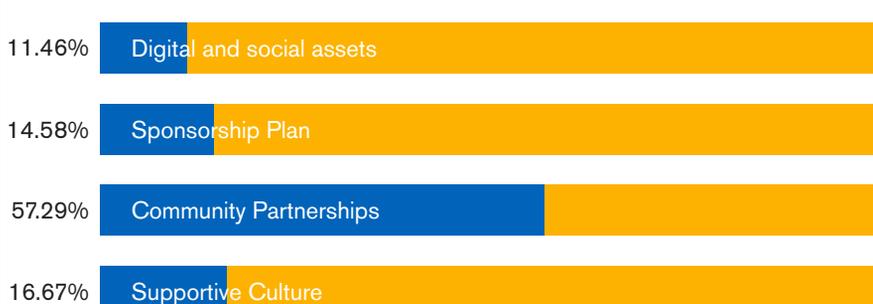
Do you believe sponsorship will decrease in 2021 by:

Single Answer



What is your most valuable sponsorship strength?

Single Answer



It's not the time to toss out the anchor and wait for calmer and clearer days ahead.

25% reduction in our sponsorship revenue, when developing a sales plan, I would encourage you to plan for an estimated 50% reduction. By managing your sales efforts for a 50% loss, the right level and focus of activity will be put into action. This approach also encourages a new way of thinking and more collaboration.

2. **Collaboration and Merging of Event Resources**

I believe similar events will gather together and have one team selling for multiple properties. This is not a new idea; it has just been challenging to organize in the past. These challenging times will force us to think differently and find new solutions that we just didn't need to in the past.

3. **New Sources of Revenue Will Emerge**

Events are developing more integrated sponsorships that will bring multiple departments together for funding and participation. New departments will seek sponsorship opportunities. For example, HR will look for employee engagement opportunities, and the giving/foundation arm will seek social good programs along with diversity and inclusion initiatives. We will begin to work outside of marketing departments.

4. **Sponsor Expectations Are Going to Change Dramatically**

It's critical to your success to understand the wishes and expectations of brand leaders now and moving forward. A rich, deep understanding will come from asking questions and doing your homework. To help you prepare, I want to share what I believe brands will be seeking from partners:

• **Sponsors Will Seek Creative Ideas**

Sponsors will require unique, innovative ideas to connect with audiences. It may be time to go back to the drawing board and look at your assets through a new lens. Be prepared to think outside the box, while also challenging yourself to see how you can create a truly unique and integrated sponsorship

campaign that meets your partner's objectives.

• **Sponsors Will Demand Stronger Partnerships**

Sponsors will demand stronger partnerships that showcase their brand and extend their current marketing campaigns to align with their brand and audience perfectly. Think about how you and your partners can tell a story to your shared audiences.

• **Sponsors Will Assess Value Differently**

Brands will spend more time and money to determine the value and effectiveness of sponsorship programs. Sponsor budgets will likely diminish if brands do not see or understand the value. We all know this is the #1 challenge in the sponsorship industry. We need to help sponsors access quantifiable value so they can understand the ROI and champion the partnership.

• **Sponsors Will Welcome Employee Engagement Opportunities**

Companies will be focusing their attention on rebuilding culture and connecting teams. Opportunities for employees to get involved and rally for a cause or event will be a significant shift as employees begin to find normalcy in their new work culture.

• **Sponsors Will Highly Value Social and Digital Assets**

The desire and value of digital and

social assets will increase in all areas. Brands are interested in how your partnership will enable you to leverage your digital and virtual reach, influence, and engagement as a result of their investment. They are keenly aware and invested in prospective digital and virtual ROI opportunities.

5. **The Intersection of Sponsorship and Social Good Will Be a Defining Factor in the Changing Landscape**

In a post-pandemic world, brands will have to shift their broad advertising strategies to meaningful interactions that genuinely support the communities they serve. If brands are going to form trusted connections with customers, they will have to think locally and adapt their marketing approach in new ways to meet audiences where they are at. Sponsors will seek opportunities to align with events that serve their communities.

6. **Selling Will Significantly Transform**

The way we sell sponsorships will significantly transform. We have needed to make changes for a long time - now they will happen quickly and out of necessity. You will need to build more valuable partnerships and improve your performance regardless if you are a seasoned pro or a sponsorship newcomer. There has been a longtime servicing gap between brands and properties. We need to close that gap by better understanding our partners' needs, improving our sales skills, gaining a deeper marketing knowledge, and being true marketing partners by taking the long-term relationship building approach.

There has been a shift in how we

In a post-pandemic world, brands will have to shift their broad advertising strategies to meaningful interactions that genuinely support the communities they serve.

Sponsorship is the best way to reach people's hearts and minds, connect to their passions, and will continue to be a smart marketing strategy for brands.

typically have conversations with our partners. The days of in-person lunches, boardroom meetings, jumping on a plane, or site walk-throughs are not currently in the cards, and that may not change for the foreseeable future. This may be a tough realization for some to accept, and a welcome change for others, but it's certainly part of our new reality.

- **Shift to Virtual Platforms**

Now is a good time to get comfortable with virtual presentations. Make sure you are camera-ready before and during your meeting. This means not neglecting your meeting preparation but also bringing your best professional self in front of the camera. If you need to improve your camera skills, consider practicing, taking lessons with an on-screen professional, or researching technology best practices.

- **Sales Process Improvements Will Be Accelerated**

Although the selling landscape has dramatically shifted in the past few months, the sales process has not changed. You may need to make slight adjustments, but the same principles apply. The gap I talked about between brands and sellers lies in the sales process. The number one concern is the lack of preparation on the part of events.

- **Pricing Models and Audience Data Will Drive Decisions**

Brands will have a higher level of accountability for sponsorship decisions. Pricing structures will need to be clearly defined and defended. We may be heading down a road of itemized pricing – will we continue to assess the pricing process.

Brands will place a greater emphasis on audience alignment,

and events that can provide robust audience data will benefit in the decision-making process. As a sponsorship seller, you will need to make the business case that your event reaches sponsors' desired audience.

- **Transparency About How Sponsorship Funds Are Allocated**

Brands will seek more transparency into how the sponsorship fees were determined and how the revenue is allocated. For example, if your sponsorship fees fund the organization's operations on a year-round basis, you need to be prepared to share that allocation in a contract – these are funds that would be retained if the event was canceled. Allocating a price for individual benefits may serve the event well during the negotiation, where in the past, our tendency was to include certain benefits as "value-added".

- **Contracts Will Change**

More contracts will be issued by brands. This change could potentially be to your disadvantage due to legal review costs and the propensity to want to sign contracts quickly.

RECOMMENDED ACTIONS

Below are some key actions I've put together to help sponsorship leaders prepare for the shifting landscape.

- **Focus Your Attention**
Turn your focus to 2021 regardless of the current standing of your event. While events have been canceled, postponed, or placed in a holding pattern, many sponsors are planning for 2021 and exploring sponsorship opportunities.
- **Improve Sales Skills**
Regardless if you are a seasoned pro or newcomer, reflect on your

experience, identify areas of growth and seek learning opportunities to improve your skills.

- **Shore-up Systems & Process**
Now is the time to undertake that asset inventory you've been meaning to tackle. Also explore CRM tools, evaluate your sales process, update sales materials and make a video, revise contract templates, and create activation plans.
- **Generate New Ideas**
Brainstorm new ideas on how to integrate sponsors with social good and employee engagement. A zoom brainstorm session is a great way to involve your colleagues in the process and even better to have a facilitator.
- **Determine Goals**
Plan for sponsorship revenue decline in 2021 and dive deep into marketing and operational trade opportunities.
- **Conduct Research**
Don't make assumptions about your audience or your sponsors. Gather information to help guide your planning.
- **Connect & Engage**
Gather information from sponsors, colleagues, and your audience. Be prepared by asking thoughtful questions to gain a greater level of understanding.

Realistically, sponsorship marketing will take a step back as it has in past crises. However, sponsorship marketing is effective and efficient and has its place in brand marketing strategies. Sponsorship is the best way to reach people's hearts and minds, connect to their passions, and will continue to be a smart marketing strategy for brands.

Paula is the CEO of Caravel Marketing - a national consulting company specializing in sponsorship marketing. She is an industry trailblazer with decades of marketing and sales experience in sponsorship, media, sports, events and entertainment. Paula is also the founder of Sponsorship Mastery – an annual summit, taking place Sept. 23 & 24, 2020, dedicated to improving individual and organizational sponsorship performance. To connect with Paula about sponsorship, email paula@caravelmarketing.com.

Turning Cancellation into Connection

By Chris Phelan



House Party Shout Out!

On March 12, moments before the second round of the 2020 Big 12 Men's Basketball Championship tipped off in Kansas City, Missouri, the players walked off the court. A few minutes earlier, at 10:32 a.m. to be exact, Kansas City Mayor Quinton Lucas had declared a State of Emergency as the city escalated their fight against the spread of COVID-19. Across the country, similar leaders were doing the same for their cities, regions, and states. Within days, the entire country was shut down. There were no events of any kind.

Flash forward four months later and... we're still there. While professional sports leagues have started to reboot and some small gatherings have taken place, most large crowds and in-person events remain in a holding pattern. The Pasadena Tournament of Roses Rose Parade just canceled for the first time since World War II. In Kansas City, our team at O'Neill Events & Marketing canceled Boulevardia, our beer and music festival, Kansas City Irish Fest, our annual Labor Day Celtic celebration, and the Kansas City Air Show, featuring the U.S. Air Force Thunderbirds.

No one imagined that four months after those players walked off the court, most of the country would be at a standstill in the fight against COVID-19. Now, more than ever, people are longing for meaningful connections. Our team has been forced to find new ways to serve our communities and bring people together. Utilizing both virtual and physical elements to create unique experiences, our focus has shifted to adding personal connections to auctions, award shows, company meetings, and other events. We know this is an unprecedented

time in the events community. We hope these ideas may spark some wonder in your imagination and allow you to pivot from cancellation to connection.

- **2020 Result:** The charity doubled the net amount they have raised in all previous years with sponsorships/house parties coming in at double and the silent and cash call crushing



Kelly Urich, 94.9 KCMO Morning Show Host

time in the events community. We hope these ideas may spark some wonder in your imagination and allow you to pivot from cancellation to connection.

FIRE Foundation Purses with Purpose

The traditional fundraising event includes 200 women gathering at a home for an evening of socializing and bidding on designer bags and packages through a live and silent auction. The event has typically sold out each year due to the limited 200-person venue capacity.

- **2020 Pivot:** O'Neill Events assisted in taking the favorite summer soiree virtual, but added a twist, allowing attendees the opportunity to choose to host a private house party or purchase an individual ticket to attend. House party packages varied in size and included the delivery of a charcuterie tray, dessert, wine, guest

years past. They also nearly doubled their audience because they were not limited by a venue capacity.

Home Builders Association of Greater Kansas City Parade of Homes Award Ceremony

The traditional event included about 350 people in a venue for cocktails and a sit down awards ceremony.

- **2020 Pivot:** The HBA hired O'Neill Events to produce a virtual ceremony from their headquarter office. O'Neill set up a studio and produced the virtual event which included local talent and HBA members, as well as video sponsor shout-outs and check-ins with company parties being hosted around the city.
- **2020 Result:** Over 300 individual viewers tuned in for the presentation on the HBA's YouTube channel during



relevant to new and existing clients. Most importantly it feels good to see smiling faces (even if through a screen) and be a part of raising money for some really wonderful causes! Stay healthy and stay well!

Chris Phelan is the Senior Director at O'Neill Marketing and Event Management in Kansas City, MO. From Boulevardia to Kansas City Irish Fest and two world championship parades, O'Neill Events & Marketing is proud to be the puppeteer behind the curtain of some of Kansas City's most exciting, influential, and memorable events. If you would like to connect with the team at O'Neill to discuss these events or any ideas you have, reach out to us at keli@oneillevents.com!

the live event with the estimate of total viewers being much higher due to the company viewing parties being hosted with multiple viewers.

NUCA KC - Capital Improvement Project Update

The traditional annual Capital Improvement Projects Update is held in person with around 500 attendees, a happy hour, and live presentation.

- **2020 Pivot:** O'Neill worked with NUCA to turn the annual Capital Improvement Projects update into a virtual lunch & learn. O'Neill created the physical booklet that NUCA hands out at the event each year and made it available for pick-up along with lunch to-go at one of four local BBQ restaurants. Attendees chose their pick-up location and retrieved their book and lunch curbside before heading back to watch the virtual presentation at their home or office. O'Neill produced the virtual event from a remote office while all 10+ presenters joined virtually from their individual locations.
- **2020 Result:** More than 200 people viewed the presentation on YouTube during the live event and guests that weren't able to attend could tune in at a later time thanks to streaming the event on YouTube.

While none of these events are what we are used to, we have found a way to remain





FINDING JOY IN A SUSTAINABLE WAY

We have had a rude awakening. We've been told that our work in the event industry is not essential. Not when it comes right down to it. It is time for us to scale back. It's not just because of this virus or the next one or even the one after that. There is another much larger crisis breathing hot air down our necks. Climate change. Climate change is advancing upon us more rapidly than we thought it would. We need to change the way we live our lives. We need to shift our priorities. COVID-19 taught us that we are able to make major changes quickly. Now we need to apply this lesson as we respond to climate change.

Before COVID-19, many producers and artists had been working to make their events and tours more sustainable. In an article she wrote for the *New Yorker Magazine* in February, Amanda Petrusich explores how artists are trying to reduce their carbon footprints. We are not surprised to learn that travel is the biggest culprit. All the recycling, compostable tableware, carpooling, vehicles fueled by french fry grease, and donations to environmental agencies, are simply not enough to offset patrons, staff, artists and equipment flying around the world and driving long distances.

We've got to find solutions that make a BIG difference. When it is safe to gather again, I would like to see us hold smaller, locally produced events. Focus on local culture. Showcase locally produced music, food, arts and crafts. Hire local production companies and local staff. Hold events in places where there is enough room to socially distance. Coincidentally, reducing travel and bringing fewer people together both fits with our efforts to contain contagious viruses as it helps to combat climate change.

With smaller events there should be lower ticket prices. So many more people are experiencing economic hardship. Nearly one-third of all households in the United States are unable to pay rent or mortgage. Let's offer low-cost or even no-cost events in hometowns around the world. Provide an affordable respite from everyday worries for patrons, and an event that does not require a sizeable contribution to a carbon offset fund for producers.

In the little town of Sheffield, Massachusetts where I live, population 3,257, I volunteer my time signing, striping, and staffing the accessible parking at the local fair. I'm going to estimate our attendance at 700, give or take a couple of hundred. The event is free and we don't really keep count as people come and go and come back again over the 5-hour period of time we are open. We are a farming community so there are ribbons given to farm animals and the kids that handle them, there is a pie baking contest, a hay ride, local bands perform, an antique car display, locally made crafts and food, a "Count the M&Ms in the jar contest," and so forth. I thoroughly enjoy this event. It is not the same as being in a crowd of many thousands moving to the same rhythm, listening to our number one favorite band, but it is another way to experience joy.

You may think an event like the Sheffield Fair sounds *boring*. I'm saying, look to your local culture and your local audience. Create an event for your community. Let's learn to love living without making such a huge negative impact on the environment. #LoveLivingSimply.

Postscript: I know this is a departure from my usual topic of accessibility for people with disabilities. This is about sustainability for all.

Everyone's Invited, LLC, founded by Laura Grunfeld, is winner of the gold level "Best Accessibility Program," for the 2018 and 2019 IFEA/Haas & Wilkerson Pinnacle Awards. Laura writes a regular column helping producers make their events accessible to people with disabilities. She has worked many festivals across the nation and readers can learn more about her event accessibility consulting, training, and production company at www.EveryonesInvited.com and www.linkedin.com/in/lauragrunfeld. Suggest topics or ask questions by writing to Laura@EveryonesInvited.com. © Laura Grunfeld, Everyone's Invited, LLC, July 2020.

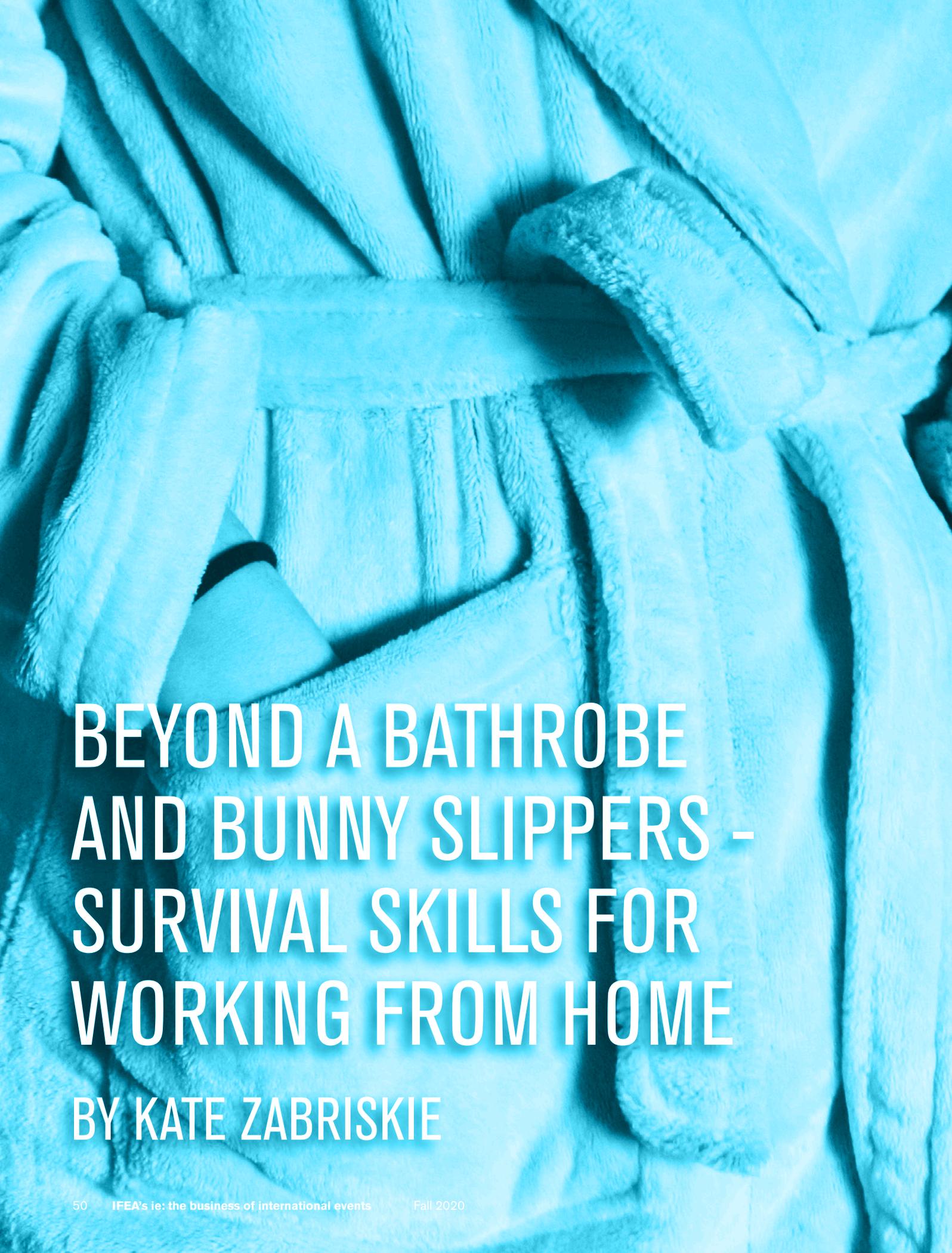
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BEYOND A BATHROBE AND BUNNY SLIPPERS - SURVIVAL SKILLS FOR WORKING FROM HOME

BY KATE ZABRISKIE

Working from home by choice or by mandate presents a unique set of opportunities and challenges. If you're new to telecommuting, you might find that without some discipline, you're waking up well beyond normal work hours and adopting behaviors you would never exhibit on your worst day at the office.

In the beginning you might welcome a day or two late mornings and wearing pajamas past noon. However, sloth mimicry is a habit few professionals would enthusiastically adopt long term. To get the most out of telecommuting, you need to master some best practices.

Create and Maintain a Routine

Recognize the fact that telework requires self-discipline. A day of waking up at 5:00 am followed by one where you rise at 9:00 and another at 10:00 is a pattern on the path to disaster. Adopt some desk hours and stick with them. Also, be sure to take some regular breaks. You need to eat, you need to stand, and you need to stretch. You also need to turn off work when it's time to go home. Unless you're in a field that demands it, checking email at midnight is not a good idea. You need to establish psychological boundaries to keep work hours work hours and home hours home hours.

Learn New Technology and Leverage Old

When working from a distance, you should learn how to use popular web-conferencing software, get comfortable on camera, and get ready to meet regularly online. The world is moving to the virtual conference room, and you need to know how to operate in that space. "I don't like being on camera," "I'm not a tech person," and "I'll just call in," are excuses that will leave you behind. Nobody looks their best on a webcam; that's a fact. It's also a fact that facial expressions, body language, and other visual cues are a big part of communication. If they're missing, you're missing out.

In addition to mastering video conferencing, if you're working with a single screen, consider investing in one or two more. The extra room is a game changer, especially if you don't have access to a high-speed printer and find yourself having to read a lot of documents on screen that you would have normally printed at the office.

Stay Connected

Working alone saves hours, but the lack of chit chat created during casual

interactions can also cause your relationships with your coworkers to suffer. To remedy the problem, you need to be deliberate in your communication and schedule time to catch up.

Set aside some minutes during your workday to check in with coworkers. Not working on a project that requires meetings? Consider setting up a virtual lunch date instead. Most people who wake up one day feeling isolated and in a funk don't have a contact plan in place. Prepare for regular social interactions *before* you start missing them.

Seek Out Opportunity

If you're working from home and find yourself with extra hours on your hands, it's time to take initiative and learn some new skills. Anything you can do to expand your knowledge, work practices, or professional network could help you later.

1. Consider developing an education plan for yourself. For example, instead of faking your way through PowerPoint, learn how to use the slide master, templates, and other features so that tool works for you the way in which its creators intended.
2. Look for ways to make your work more efficient. Is it time to organize your email system? Could you benefit from creating rules, using folders, and getting your electronic communication under control once and for all? It can be done, it takes time, and if you have any minutes to spare that you otherwise would have spent commuting, seize the day.
3. Get online and expand your business network. Brush up your LinkedIn profile, and start making connections. Look for people with whom you grew up, attended school, or shared an employer at some point during your career. You never know how your efforts to connect could benefit you and others in the future.

Be Prepared

Working from home means you have to become more self-reliant. For example, an ounce of prevention can make all the difference when you encounter a

tech upset.

Start with the basics. Think about your files and the tools you need to complete your work. For example, do you have a cloud backup? Do you have remote access software so someone in IT can help you if you hit a roadblock?

In addition to technology surprises, consider your short- and long-term goals. If your employer decided to eliminate telework, or your position for that matter, what would you do? Do you have a plan? It's a lot easier to enact something you created when you weren't stressed than to craft and start working on a solution when you are.

Create a disaster plan for one, and you'll be ahead of most people when challenges arise.

Following routines, leveraging tech, being deliberate with communication, setting aside time for growth, and preparing for uncertainty are five ways you can get the most out of a work-at-home experience.

Kate Zabriskie is the president of Business Training Works, Inc., a Maryland-based talent development firm. She and her team help businesses establish customer service strategies and train their people to live up to what's promised. For more information, visit www.businesstrainingworks.com.





Good



Great

CFEE

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Summer 2020 IFEA WEBINAR SERIES



THURSDAY, AUGUST 6, 2020

SIX FEET TOGETHER: DISCOVERING AMAZING SUCCESS STORIES OF ORDINARY PEOPLE DOING EXTRAORDINARY THINGS



Ted Baroody, CFEE
2020 IFEA World Board Chair
President
Norfolk Festevents
Norfolk, VA

THURSDAY, AUGUST 20, 2020

ENTERTAINMENT IN 2020 POST COVID-19

Jeff Hyman, Vice
President



Evan Schaefer, CFEE,
CSEP, Chief Operations
Officer
Degy Booking
International, Inc.



THURSDAY, AUGUST 27, 2020

TECHNOLOGY & EVENTS: PLANNING FOR THE BEST AND PREPARING FOR THE WORST



Cassie Dispenza
Senior Director of
Marketing & Partnerships
Saffire
Austin, TX

THURSDAY, SEPT. 10, 2020

THE WINDS OF CHANGE: CREATIVELY REDEFINING VOLUNTEER PROGRAMS IN THE TIME OF COVID-19



Kaylee Williams
President, VolunteerLocal
Des Moines, IA

THURSDAY, SEPT. 17, 2020

HOW HAS COVID -19 CHANGED THE WORLD OF INSURANCE AS IT RELATES TO FESTIVALS & EVENTS?



David Olivares, CFEE
Vice President of Sales and Marketing
Kaliff Insurance
San Antonio, TX

THURSDAY, SEPT. 24, 2020

INNOVATION BY DESIGN

Annie Frisoli, CFEE,
Founder & CEO
Creating Community,
LLC
Goodyear, AZ



THURSDAY, OCTOBER 1, 2020

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REMEMBERING Blaine Kern, Sr.



Photo by Kern Studios

Blaine Kern Sr., 'Mr. Mardi Gras' impresario of a New Orleans float-building empire, has died

Blaine Kern, Sr., the flamboyant New Orleans float builder and visionary who, as "Mr. Mardi Gras," propelled the modernization and expansion of Carnival, has died, according to his wife. He was 93. Kern ushered in the era of the superkrewes and pioneered such parade razzle-dazzle as giant props, double-decker and multi-unit floats, splashy lighting and on-board

animatronics. Kern Studios, which he founded, crafts more than a dozen prominent parades, including Endymion, Muses, Bacchus, Orpheus, Iris, Zulu, Hermes and Tucks. For nearly 70 years, through 2019, the company also created the Rex Organization's floats.

Read More: The above excerpt is from an article written by Keith Spera and provided with permission from nola.com. To read the complete article on Blaine Kern, Sr., please visit nola.com here.

REMEMBERING Bo Black



Photo by Erwin Gebhard / Milwaukee Journal Sentinel

Elizabeth 'Bo' Black, 74, guided Summerfest in its early years and helped make it an international juggernaut

She was Milwaukee's one and only, the irrepressible, unconquerable Elizabeth "Bo" Black. Black presided over Summerfest, taking it from a local extravaganza to an international juggernaut, giving Milwaukee something out of the ordinary, a glitzy, gotta-be-there event that lured the biggest names in music. "She was a pistol, pal, she was a pistol," said her husband of 20 years, former

Milwaukee Brewers manager Tom Trebelhorn. Black, who had been in declining health for several years and was in hospice care in recent days, died Friday morning at her home in Scottsdale, Arizona. She was 74.

Read More: The above excerpt is from an article written by Bill Glauber, Daniel Bice and Piet Levy and provided with permission from the Milwaukee Journal Sentinel. To read the complete article on Bo Black, please visit the Milwaukee Journal Sentinel newspaper here.

Making Lemonade – How We Had a Successful Parade During a Pandemic

By Julie Machon

Photo by Fred Haaser



While we traditionally celebrate Independence Day with a main street patriotic parade, this year proved to be challenging. Instead of holding a parade with units slowly driving down Montgomery Road, this year, we brainstormed and came up with something a little different. We called it a “Reverse Parade”. The idea is parade units would be stationary in our local high school’s parking lot, and motorists would drive through to observe our Independence Day Parade. It was an idea I had when I was working from home while on a Stay at Home order from our Governor. The brainstorm was a result of the threat of it being canceled by the pandemic.

What Is It?

Here is how we set up our “Reverse Parade”. We assigned the parade units their own space in the parking lot. Spectators stayed in their vehicles and weaved up and down the aisles, and no foot traffic was allowed. Parade units were limited to no more than ten people, distancing themselves from each other within the unit and from other units, and units could not hand out anything.

This “Reverse Parade” had not been done before in our city, and we were not aware of any others doing it. It took some time to explain the concept of it to staff and the parade units. I brought it up first

during a Zoom meeting. Zoom meetings can be awkward already, and after describing the idea, there was silence, which felt like several minutes. I am lucky because our senior leadership is incredibly supportive, and they are always open to new ideas.

I explained this new concept to a past parade unit participant, and he paused and said, “Reverse Parade.... does this mean I drive backward?” I laughed and told him that I always knew I liked him!

Who Are We?

Our City of Montgomery, Ohio, is a small suburban Cincinnati community of



Photo by Fred Haaser

about 10,000, and our Independence Day Parade has been going on for decades. It is a long tradition celebrating hometown, Americana. There are just two of us in Recreation, and we are a part of the Public Works Department, a much bigger group that is always helpful and willing to assist. For this event, we leaned on them heavily to assist with planning and implementing.

How Did We Do It?

We started by surveying past parade units and asking them if they would even be interested in participating in a parade during a pandemic. If they were interested in participating, we followed up with more questions. We asked if they would be willing to be restricted to 10 or fewer people in their group and if they would want to participate as a stationary unit in a Reverse Parade. We were pleasantly surprised by the results! Parade units wanted to do something, too, so we continued to plan.

I drafted out a list of parade units and added entertainment. We initially had 30 units and ended with 50 units. We knew we needed more to make this entertaining. We contacted the Cincinnati Circus Company and asked the owner what ideas he had. I have worked with him for over ten years, and I know he thinks big, which we like, and he described jugglers, fire jugglers, a bubble machine, Statue of Liberty and Uncle Sam stilt walkers, an aerial act and a “wheel of death”. Wheel of death? The “wheel of death” is the big



Photo by Fred Haaser



Photo by Fred Haaser



Photo by Fred Haaser

Photo by Fred Haaser

ball that the entertainer walks inside of as it spins around. He had us at "Wheel of Death!"

I loved his ideas and was determined to implement his ideas and sought sponsorships. We usually have an annual Independence Day Festival, and we already had a sponsor secured for that event. I contacted that sponsor to see if they would switch to this new event since we were not able to have the festival due to the mass gathering guidelines. We were so happy that our sponsor not only agreed to sponsor, but they had a wonderful unit in the parade, complete with a balloon arch over an antique car. In full disclosure, the sponsorship did not cover the fee for all the circus entertainers, but this is where the City's financial support comes in to cover the cost. We were spending just a small fraction of what we typically expense for our summer events, so we had leadership's support to continue.

My supervisor is an engineer who is known for loving maps, and he helped us

create the layout and design of the event at the high school parking lot. There are two big parking lots at the high school that are connected by a road. He strategically designed it to have spectators enter one lot and staged the vehicles in long rows to get cars off the road and avoid traffic backups. We stationed the parade units in the other lot and planned the lineup of our units intentionally. Motorists first saw the Statue of Liberty and Uncle Sam stilt-walkers, who were juggling and greeting every car. These juggling giants stood in front of giant cardboard fireworks decor and banners welcoming our audience. Up next were our incredible military units, our Montgomery City Council float, our police, including our K-9 unit, and our fire department who raised their long ladder and hung a giant American flag from it. Next, motorists could see bubbles coming out of the giant bubble machine, our sponsor's float, and an aerial acrobatics act with professionals performing high up off the ground in a hoop or silks (two

long draped cloths). Motorists also saw antique cars, five DeLoreans (vehicle from the Back to the Future movie), our City's commissions, and political units. Fifty total units participated.

And then there was signage. We had a lot of it. We had signs for spectators reminding them to stay alert, maintain a continuous speed of 2 mph, remain in their cars, and no foot traffic allowed. We inserted signs for the parade units, too, reminding them not to interact with the spectators and to maintain distance from other groups. Red, white and blue pennant flags were strung throughout the parade route. There was no question on which way the spectators needed to go. A character dressed in a "candy man costume" waved goodbye to everyone who exited.

How Did It Go?

When the parade began, the atmosphere was electric! The high energy and enthusiasm were off the charts! The turnout exceeded all our expectations. We were blown away by the number of cars that were coming through the event. It was a constant flow of traffic. There was no pause in between vehicles from the time we started until 20 minutes after the end of the event. The staging of the cars in the parking lot was brilliant, and we were thankful that part was well-planned due to the turnout. Not only was the lot

Photo by Fred Haaser



snow: "Do not know the person that thought of the "Reverse Parade," but someone should give them a giant pay raise. I keep thinking it can't get any better, and someone proves me wrong. If I could tolerate the "White Stuff," I would consider uprooting and moving from Arizona as you have a genuine All-American Town everyone should be proud of.

- From California directed to our Mayor: "...wanted to say thank you on the reverse parade that your city organized. Just watched your interview on FoxNews, and my family and I were laughing and applauding this wonderful "work-around" during the pandemic."

full, but there was a line of cars down the road, and the wait time to get to the start ranged from 30 to 60 minutes. In just over two hours, we had 1,000 cars go through our parade.

Everyone was thanking us. Everyone. Community members decorated their vehicles. My favorite memory was seeing a young girl who was standing up through the sunroof as she held her doll, dressed in patriotic attire. We heard so many people shouting, "Happy Fourth of July!" Patriotic music was pumping from speakers at the entrance, and our council float. Our local high school band had nine members and a leader playing tunes. Vehicles were honking in a fun way showing their support.

Did the Media Come?

A couple of weeks before the event, our local National Public Radio station contacted us to do a story. Then, they contacted us again to do a national story. The media attention gave us confidence that we were on to something. In addition, a local news station asked to do a live broadcast with two remote shots during their morning show. A second local news station also attended the event, and I did a spot with them as the parade started.

In one local news clip, the reporter interviewed one of our parade units. The unit consisted of an older couple with their antique car. The couple stated that they could not be with their family at this time, and this event was a substitute for their family. I would have hugged them if I could.

Our small Montgomery, Ohio, City had also gone international! BBCnews.com



Photo by Fred Haaser

noted our parade in one of their articles. We were thrilled. National Fox News contacted us to do a recap of the next day, and our mayor recalled the great turnout and our community's enthusiasm for the event!

After the event, messages flooded our "Contact Us" page on our City's website. Our City Hall front desk staff said that they have never had so many comments come through about anything and that they were all positive messages. We received encouraging remarks from people all over the country, congratulating us on a job well done. We also received excellent comments on our social media feeds.

A sample of those comments included:

- From Texas: "Reverse parade simply outstanding. All Americans should appreciate what your city did. Maybe there is some hope for our society. Thanks!"
- Here's a comment I liked from a person in Arizona...who does not like

And, my favorite comment, "Tell Julie, 'Great idea!' Julie earned the "Lemonade Award" for 2020, as in making lemonade when life gives you lemons."

That is what our entire team did. We made lemonade.

Julie Machon is the Recreation Director for the City of Montgomery, Ohio, and is an IFEA Certified Festival and Events Associate. She has over 23 years of experience in the field of recreation and loves events! Julie's supervisor calls her "Leslie Knope" from the Parks and Recreation tv show because of her positivity, high energy, enthusiasm, and her love to create new things. And, of course, Julie and City staff are now planning a drive through Halloween event!

LIFE ON THE CORONACOASTER



Are you struggling right now with the Coronacoaster? The ups and downs of this year have been frustrating for many. And I am not immune to the gut wrenching turns. Personally, I'm struggling with everything about 2020.

- I'm struggling with too many Zoom calls, conferences, workshops and recovery sessions.
- I'm struggling with planning followed immediately by changes that make the planning obsolete.
- I'm struggling with adapting to masks, social distancing and missing hugs.
- I'm struggling with the politization of tough health and civil rights issues.
- I'm struggling with the reality of tough health and civil rights issues.
- I'm struggling with the rioting that caused so much damage to beautiful downtown Indianapolis.
- I'm struggling watching events industry professionals trying to get creative with all the challenges.
- But most of all, I'm struggling with the uncertainty of 2020 and our future.

And this, my friends, makes writing an uplifting column tough. Yes, I'm late submitting my column because while staring at the computer screen the past three weeks there was simply no inspiration.

Fourth of July Celebrations were largely cancelled, and our Field of Honor was heavily on my mind.

On July 2nd, my Indianapolis suburban community normally puts up a display of 500-800 American Flags with lights. It is simple with the intent to honor our veterans, military, police and first responders. The Field of Honor is always beautiful especially at dawn and dusk.

The major challenge for the Exchange Club, the team of older suburbanites who normally manages the set-up and tear-down, was the higher risk for COVID-19 with their volunteers. And this year it appeared we simply weren't going to have enough volunteers to make this display happen.



After the protests and the rioting, this effort seemed even more daunting. We talked about the need for collaboration and a last-minute call for help to multiple organizations went out.

None of us were surprised when there was little response to our request. We were simply too late to build collaborations on a holiday week. I arrived at the honor field feeling the scorching sun on my face and sweat running down my back. My concern was growing about the ability of such a small group to complete the time-consuming work. Deflated, I stared at the hundreds of pieces of rebar and rolled flags waiting to be unloaded.

Within minutes, several cars and vans pulled up behind me. I turned to see the Lawrence Youth Corps with kids of all ages piling out of their vehicles. Seriously, there may have been tears of joy.

The teen leaders organized the kids into work groups. The rebar and flags were installed in record time. I would say the Lawrence Youth Corps worked side-by-side with the Exchange Volunteers but at some point, the corps simply took over the field

and installation with their enthusiasm and youthful energy. It was heartwarming watching them laugh and joyfully unroll the Stars and Stripes.

Yes, our country, our events and our volunteers are still on the Coronacoaster. But maybe this is an opportunity to try new approaches. Some approaches won't work, but this collaboration of black, brown, white, young and more mature brought a new energy and excitement to the entire Honor Flag project. Maybe there are new opportunities for all of us to explore.

Am I still struggling? Yes. But on the week that the Declaration of Independence was signed, our community came together to honor those who serve us. May you bring people together safely and with shared passion for our communities, even as we work through these challenging times.

Florence May is the Founder and President of TRS Volunteer Solutions. Her company provides myTRS Software for hundreds of Festivals, Conventions, Non-Profits, corporations and Sports Commissions. Among these support for 26 Final Fours, 5 Super Bowls, 2 Republican National Conventions, 2 Democratic National Conventions, 18 F1 Races, 12 Special Olympic Organizations, Indy 500 Events and so many others. Flory is a national Speaker, Author and Workshop Leader on Volunteer Management Trends. You may contact Flory with volunteer management questions at fmay@my-trs.com or 317.966.6919. And there is a library of volunteer management resources at www.my-trs.com/articles.





By Gerry Reynolds MSc

Back in 2017, I wrote an article about my relationship with stress as an Event Manager called “Stressful? Are You Kidding Me”

Since then, whenever I am talking to Event Management Students here in Scotland, I always try to remember to advise them to take a few minutes to learn more about what happens to them physically, when events go wrong. Thanks to Covid-19, these are stressful times, so I thought I would share a few thoughts, as I cannot see any of us relaxing, any time soon.

Some of this will seem familiar to you folks when you think about it. But hopefully, some will have you going “Wow, I did not know that!” And hopefully some of you will find it useful down the line in enabling you to understand yourself better than I ever did.

OK, when anything goes wrong, and I do mean anything, the first part of our body to react is the brain. It reacts instantly because that is what the brain is designed to do. It automatically calls for an immediate flooding of your system of what you will know as adrenaline from glands sitting above your kidneys. I know it is called epinephrine, but I think us calling it adrenaline has something to do with the name of the gland that produces it.

All I do know is that when that stuff hits my system, it sets off a number of involuntary responses which are designed to stimulate acts of self-preservation; and trust me, if your ancestors had not acted

immediately when danger called, you would not be here today.

The heart rate increases, blood pressure rises and circulation is diverted from the organs working on digesting my breakfast to the muscles in my extremities in anticipation of me either running away or fighting for survival. More blood heads to my heart and the air passages in my lungs expand ready for an immediate explosive start of physical activity.

Lobbing my metabolism into overdrive generates heat and the first beads of sweat appears as the system to regulate my body temperature, kicks in. My eyelids contract and my pupils dilate because the extra light allowed into the system, helps give me the increased visual sensitivity that my body thinks I am going to need to get the hell out of the way of whatever is coming my way.

All of this happens before my brain has even worked out that something is going wrong with my event! We are talking about this happening so quickly, as to feel instant. I am not an expert on what fractions of milliseconds should be called, so let's just call it instantly.

Once the adrenaline has been released, there is no way my adrenal glands want that stuff back.

“You ordered the adrenaline salad, you are going to eat the adrenaline salad and until you tell me that I am not in danger, here is your adrenaline main course. Would Sir like an adrenaline pudding with ice cream to go with that?” It keeps

pumping until my brain is able work out that I am not in danger.

Of course, the adrenaline has to go somewhere and that is why you or I might shake or shudder or move around or do something else for a while until your bodies get back under control. Personally, I am a big fan of going for a wee walk and deep breathing.

There is no way that any of us can avoid that first surge of adrenaline because the brain's request for an immediate supply of the stuff is the result of thousands of years of our ancestors appearing on the menu, or thanks to God's mysterious ways, if you prefer.

So remember, when anything goes wrong at home or in the office, your system is designed to improve your chances of survival in nearly any situation and you are going to feel something physically, so get used to it.

When I first started out as an Event Manager, I used to get worried about the way that I was feeling when things went wrong. Guess what, that made me feel anxious! You can guess what that led my brain to do next. Instantly scream for a double helping of... bloody adrenaline.

Gerry Reynolds has forty years' experience in organising local, national and international events and has a Master's Degree in International Event Management. He is the Events Manager for the Highland Council based in Inverness, Scotland.



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AND THE GOLD PINNACLE AWARD FOR **BEST COVID SPONSOR CANCELLATION GOES TO...**

Dear Readers:

These continue to be remarkable times for all of us in the festivals and events sector. Our worlds have been turned upside down leaving us with more professional uncertainty than ever before. Who could have ever predicted so many beloved events, large and small, would be cancelled?

As we pass through the various stages of grief and work to salvage our events, our organizations, and our life work, what is there to hold onto? I found this quote from former president Jimmy Carter which rang true to me.

"We must adjust to changing times and still hold onto unchanging principals."

-Jimmy Carter

As I have tried to maneuver through the wreckage of so many cancelled events, managing the angst and expectations of sponsors, I have found that the key to surviving this event industry apocalypse, has been not so much what I know, but how I respond. At a time like this, what I say, do, and convey will have more to do with our recovery than anything else.

Here are a few of the principals I am trying to live by:

1. **Have an "Attitude of Gratitude."** I want my sponsors to know how thankful I am for them. I want them to know I genuinely care about their wellbeing and that of their family and associates. I strive to treat them kindly and with a spirit of grace. Even, if they are delivering bad news (e.g. we need our sponsor payments back,) I want to convey grace and understanding.
2. **Demonstrate Your Empathy.** We are all in the same boat! To some degree, we are all grieving these conditions. (Some of my sponsor contacts are being furloughed as there are no events to activate.) You don't need to explain how uncertain these times are. They know! Appreciate their circumstances as much as they should understand yours.
3. **Provide Regular and Transparent Communications.** Expedient and ongoing communications whether by phone or email are essential right now. If you don't fill the "information vacuum" with facts as you know them, they will speculate or listen to rumors. Be sure that your sponsors hear important notices and news about your event first, before any public announcements. And remember, if you don't know the answer to their question, it is okay so say so.
4. **Rely on the Spirit of Partnership and Friendship.** Hopefully, you have developed a good relationship over the course of doing business with your sponsor. This is not the time to get legalistic, or demand they follow the letter of the

agreement. Rather, this is the time to focus on the *spirit* of your partnership. Keep your eye on the long-range, not just the immediate.

5. **Anything and Everything is Possible.** Be open to any and all options. "Pivot" is the new axiom for the new normal. Stay flexible. Get creative. Embrace innovation. Be solutions-oriented. Those who don't, won't find many friends after the all-clear is sounded.
6. **Stay True.** It is in these situations where we really discover if you really care about another as a person, not just a business account.
7. **Remain Upbeat, Positive, Hopeful.** Resilience is an essential attribute right now and it needs to be wrapped in hopefulness.

Well, my fellow wounded warriors, I hope these principals are helpful in your recovery process. Just as I experienced in 2008 during the Great Recession, these are the times that test our metal. Let's demonstrate just what we are made out of.

The Sponsor Doc

With more than three decades in sponsorship sales and consultation, *Bruce L. Erley* is the President and CEO of the Creative Strategies Group, a full-service sponsorship and event marketing agency based in Denver, Colorado he founded in 1995. Accredited in Public Relations (APR) by the Public Relations Society of America and a Certified Festival & Events Executive (CFEE) by the International Festivals and Events Association, Erley is a highly-regarded speaker on event marketing and sponsorship having spoken on the topic around the world in such places as Dubai, Vienna, Beijing, Toronto and New York.

Contact Info:

Bruce L. Erley, APR, CFEE
President & CEO
Creative Strategies Group
Phone: +1-303-558-8181
Business Email: berley@csg-sponsorship.com
Column Enquiries Email: bruce@sponsordoc.com

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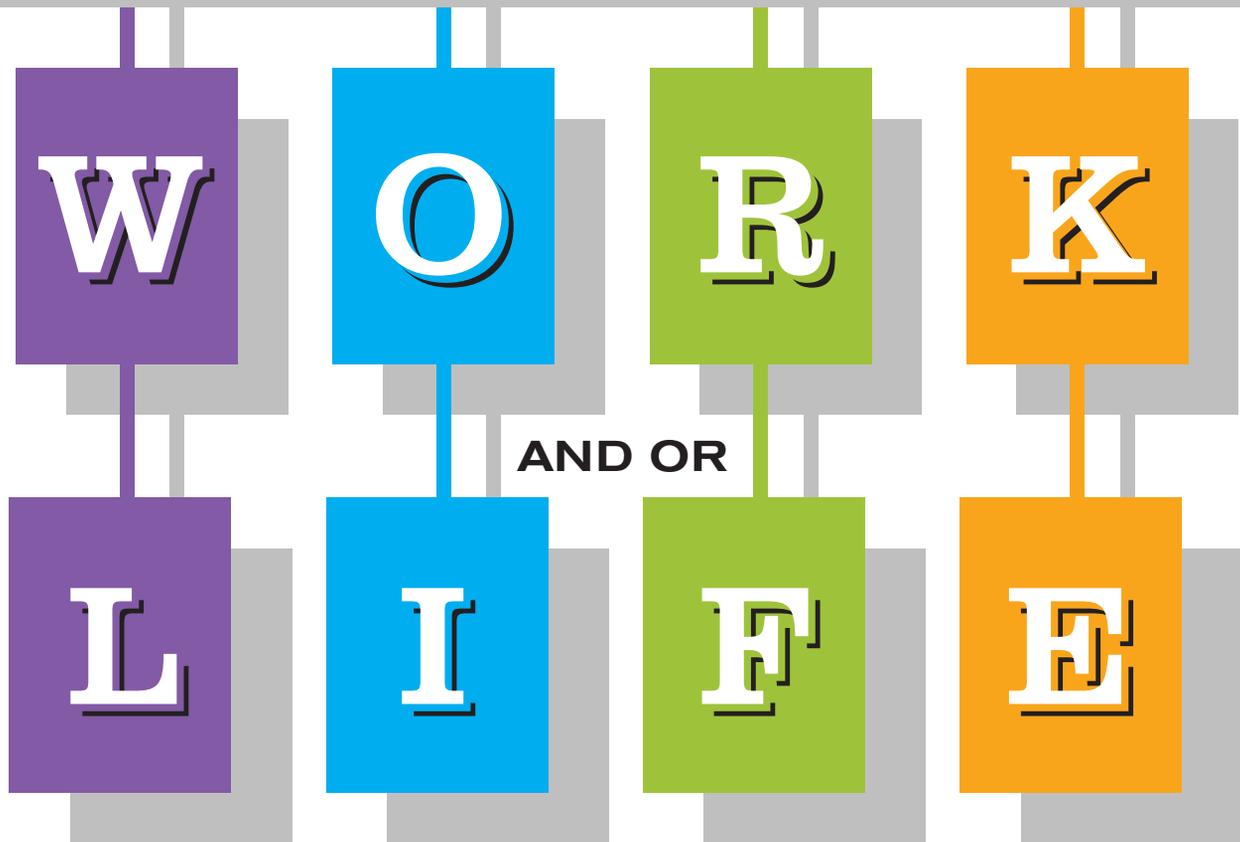
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YOU SAY GOODBYE AND I SAY HELLO! RELATIONSHIP GAMES WE PLAY AT



BY STEVE MCCLATCHY

How have you been greeting people lately?

1. You ignore social distancing guidelines altogether and bring it in for the big hug or handshake.
2. You look them in the eye, nod, wave, wink or demonstrate a virtual hug and say hello.
3. You give a fist bump, elbow bump, or foot tap.
4. You go right into the conversation without saying hello because that part is just plain awkward now.
5. Since you can't greet people the traditional way, you pretend they don't exist and go about your business.

What's your current go-to? In my Leading Relationships workshop (and new book out next year) I discuss the need we all have to be acknowledged by people we

know. Now more than ever we are aware of just how compelling this basic human need can be. Have you felt it? Have you noticed something missing when you see someone and you can't greet them the way you normally would? How do you feel when you are ignored or not acknowledged by someone? Even aside from the pandemic's restrictions on social interaction, many people play games by withholding acknowledgement and recognition in order to send a message of power or position. Playing games and keeping score in relationships is a sign of immaturity and it undermines your ability to lead others. Below is my new article on this topic. I hope you enjoy it.

You arrive at work and see your colleague in the hall and you say hello. In a meeting with that same colleague later in the day you disagree about something and it gets pretty heated. The next morning you pass your

colleague in the hall, would you say hello? Have you ever decided not to say hello or not said hello back when they greeted you first? Have you ever been mad at someone who texted you and decided to ghost them without telling them why? Have you ever had a problem with a colleague at work so you took longer than you should have to respond to their email? Have you ever decided to not cross the room and greet someone new? Have you ever decided not to greet a new manager because you were resentful that they got promoted instead of the company promoting you? Have you ever given someone close to you the silent treatment because you were upset and you wanted them to know it? Let the games begin.

We are very familiar with how to play games. There is a winner and a loser. In any win/lose situation your ego knows exactly what to do: go for the win. Thanks

to our strong built-in survival instinct, the ego associates winning with survival and losing with death. Whenever you are competing your ego is your ally because it drives you to be your best, produce superior work, and be successful so you come out on top, and ensure survival. That is helpful in games like chess or soccer, or even in business when we are competing for contracts or clients. Here's the problem, "winning" is not an appropriate goal in all situations. What if the goal is to partner rather than compete, to collaborate rather than manipulate, to empathize rather than judge, to brainstorm rather than criticize, or to meet a need rather than to win or be right? What if the goal is to just respectfully acknowledge each other? The protective and competitive tendencies of the ego are not needed in these everyday situations.

Trying to win should be reserved for competition in sports, board games, business deals, or wherever a score is being kept. Relationships operate on a completely different premise than win/lose. Your goal in your relationships with colleagues, customers, vendors, friends, and family is not to win. Relationships work when both parties get their needs met. When it comes to relationships, the first and most basic need we all have is to be acknowledged by others and recognized when we are in the presence of someone we know. If you and I work together it is expected that when we first see each other we give a nod, wink, handshake, fist bump, hug, smile, wave, or simply say hello or how are you? All around the world in every country, culture, and business customs are created to address the basic need we all have to be acknowledged by the people we know and interact with on a daily basis.

When we turn things like exchanging basic courtesy and respect into a game of winning and losing, we are letting the ego and emotions take over and applying that competitive spirit at an inappropriate time in order to either seek revenge for a perceived hurt, seek protection from a perceived threat, or establish dominance over a perceived competitor. We are turning our basic interactions with other human beings into a game of win/lose.

If the competitive spirit of the ego gets involved in the way we greet each other we start to size up and keep score with things like who says hello first, who extends their hand first, how firm is the handshake, whose hand is on top, who breaks eye contact first, how long is the handshake, who lets go first, etc. There

are body language experts who teach people how to establish a position of power in all these ways and what each technique says about your self-worth and self-esteem. It's exhausting. When someone plays these games, it interferes with their ability to be sincere and to genuinely connect with others. They are choosing competition and dominance over relationships and connection. All of those techniques usually communicate to the other person that this is someone they should try to avoid.

How you handle an impulse to compete in a situation where competition is not appropriate is determined by your level of maturity and self-control. How you handle the situation will determine your level of success with that relationship. It is often hard to recover with someone if our first impression presents as bad sportsmanship, pettiness, immaturity, arrogance, snobbiness, or competitiveness. A mature person understands that disagreements or other problems can be addressed without disrespecting the human being. An immature person cannot separate the problem from the person and cannot act with professionalism and respect in the wake of a problem or disagreement.

What has been your experience when joining a new organization or a new team? Were you greeted with kindness and openness or given the cold shoulder? Did your new colleagues go out of their way to meet your need to be acknowledged and welcomed, or were you sent a clear message that your presence was a threat to their status in the hierarchy? Think of the last time someone joined your team. How did you do? Did you go out of your way to meet their needs or did you start playing games by intentionally not acknowledging them to send a message?

When we play games with acknowledgement and recognition, we are letting our ego turn a basic need we all have into a competition and that competition is weakening or even destroying our relationships, and our potential for new relationships, which weakens our ability to be effective in our careers.

In my 30 years of working with some of the largest organizations in the world I have seen egos destroy a lot of relationships and businesses. From the dorm room to the board room to the court room, the ego and its desire to win and be right is almost always at the heart of why a relationship fails. When we hear the word ego, we tend to think of other people we have undoubtedly encountered instead of ourselves.

Regardless of your age, education, title, income, or experience I urge you to reflect on how this applies to you. We all have an ego and the more aware and mindful we can be of when we feel threatened or tempted to act out of competition or vengefulness, the more we will be able to control and redirect those feelings toward building high trust, high confidence relationships instead of destroying them.

The content for this article is taken from my new book titled *Leading Relationships* which will be released in 2021. To receive future articles to help you on your journey to building high performance relationships connect with me on LinkedIn.

Steve McClatchy is a keynote speaker and author of the award-winning New York Times Bestseller *Decide: Work Smarter, Reduce Your Stress & Lead by Example*. *Decide* has enjoyed global success and has been translated into 10 languages including Chinese, Russian, Japanese, and Spanish. In every keynote speech and workshop Steve weaves insight, interaction, and actionable content with humor, inspiration, and motivation. Over the past 19 years Steve has worked with the most prominent organizations in the world including Google, Under Armour, Disney, John Deere, Microsoft, NBC Universal, Accenture, HP, Tiffany's, Wells Fargo, Campbell's Soup, and many teams in the NFL, NBA, NHL, and MLB. He speaks frequently at Harvard, Wharton, and Chicago Booth. He has appeared on CNBC, ABC, CBS, Fox News, WSJ TV, and NBC's *The Today Show* and has been quoted in *The Wall Street Journal*, *Fast Company*, *WebMD*, *Oprah Magazine*, *Entrepreneur*, and *Investor's Business Daily*. Steve's passion is for continual improvement and believes that when we stop growing, learning, gaining experience, and achieving goals we stop living.

If you have interest in an online (Zoom/Skype/Microsoft Teams/WebEx) presentation for your executive team, leadership team, sales team, customer service team, project team, employee resource group, or if your association, conference, or meeting has gone virtual and you would like to explore the ways I could potentially be a resource to you contact me at Steve@Alleer.com or Tara at Tara@Alleer.com / 215.257.4603 to set up a time to discuss.

Five Ways Sales Leaders Respond to Crisis

By Phillip Brand

You can't open a newspaper or turn on the television these days without hearing about the economy, the market, and bankruptcy. It's a scary, depressing time filled with doom and gloom. What's happening with the economy? What will happen with your sales? With your business? With your job? Will you survive?

A global crisis can make your local economy fragile. The entire world is facing a recession. While many businesses struggle to cut losses and stay afloat, some of them eventually sink.

With many companies going out of business, closing their doors or filing for bankruptcy, the competition is slacking. Staying afloat during this crisis means excellent opportunities.

Now is the time to act. Here are the Top 5 Tips that a Sales Leader must do today!

Contact All Existing Clients with a Letter Supporting Your Sales Representative

When the crisis blows over, the economy will release significant pent-up demand for products and services not consumed during the downturn.

Existing clients are more likely to spend money than new ones, so be sure you don't ignore your current clients. Every account you retain is an account you don't have to replace. Rather than leading with an upsell ask, ask about where they're struggling, and then listen actively. Look for ways to use their current budget to help them solve problems. Now is the time to help and support your team. As a sales manager get in touch with each existing client and show support for your team. Clients respect the communication when it comes from the top. Communication is key. Successful businesses are built on trust.

Head in the Field with Your Representatives

Most of our talent development happens in the field. Since it has been a while since your team has been out in the field it is time to help them sharpen the saw again. Sales leaders can emphasize listening to and understanding client

needs and help salespeople avoid pushing a product by providing direct feedback in a real sales situation.

By continue to work in the field is one of the best ways to start fostering a better relationship with your team and to begin really leading by example. When team members see their leaders are doing the work, getting in on the action and really working in the trenches, they are much more likely to look at them for guidance and to mimic their behavior.

Get Back to Basics

This is an excellent time to reassess your sales fundamentals, to reflect on recent lessons learned, and to identify and implement the best practices that will help increase revenue, profit and market share growth despite the economic climate.

By keeping your eye on the fundamentals, you will succeed. Make sure your sales team are handling the basics of prospecting, presenting and closing daily. Lead proactively, review the plan, and make necessary adjustments. Most of all you need take charge of the narrative. Constantly talk about your vision and inspire your team.

Now is the time to increase the personal touch. Emphasis your team make more face-to-face visits to clients, send handwritten notes, stop by occasionally simply to say "hello," and drop off the proposal in person instead of mailing or e-mailing it.

Hire, Hire, Hire

Sales hiring is, quite simply, mission critical. The ability to attract, hire and retain successful sales reps is an enormous competitive advantage. Hiring people that are motivated and passionate about your product will result in more conversions than hiring a lot of people that don't understand why your product will benefit clients. A strong salesperson who can clearly communicate your product's benefits, overcome objections, and close a prospect will outsell an entire group of people who lack this passion. Often managers waste time and effort looking to fill sales positions as quickly as possible while sacrificing quality. Finding strong

sales people for your team can bring in consistent revenue and add value to your company.

Limit Sales Meetings and Get Busy

Time is the most precious resource your salespeople have. The activities in which they invest in will make the difference between achieving success or failing. Salespeople are experts in engaging in contrived activities to avoid doing the real work of selling. Some, for example, will waste an inordinate amount of time updating, categorizing, and alphabetizing a prospect list to avoid actually picking up the phone and calling one of the prospects on the list. Hold your salespeople accountable to the activities defined by your selling process. Those activities should be focused on identifying and qualifying prospects; developing and closing opportunities. More opportunities, means more sales.

It's impossible for anyone to sell every customer, every time. By increasing the number of opportunities you have, you greatly increase your profit potential and your network of satisfied customers.

As leaders, the first thing you do in times of crisis is to get your arms around your people. You need to ensure that they are safe, informed and confident. Safety and information proved to be the easier topics this week as you listened to the experts.

Your job is to understand your customers by listening to them. Within every motivated sales team, you will find a good, well-rounded sales leader. Get busy!

In a Warrior's Approach to Effective Leadership, Mr. Phillip J. Brand takes the audience on a journey of In today's environment, you don't simply want your team to "hit their sales targets" but to consistently win. By creating a winning atmosphere, you will retain your team and attract better quality team members. To learn more or to connect with Mr. Brand visit his website at: www.phillipbrand.ca.

Remember the Helping Hands that Got You Where You are Today?



The IFEA Foundation "Fund for the Future" provides critical funding to ensure that the IFEA has reserves in place to protect against future economic shifts and realities in a constantly changing world! It allows the organization to keep pace with new and changing



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SEVEN STRATEGIES

to Boost Your
Business Resilience
and Weather
the Storm

By Jill J. Johnson

The level of distress that many leaders experience during a crisis is unsettling but normal. When many are displaced from their work and income, it can be comforting to just hide because you are so overwhelmed. Yet those who will recover demonstrate resilience. They catch their breath and then move forward to adapt, retool, and recover.

The necessity to replace lost cash flow requires the flexibility to search for new ways to make money. The shifting of how customers are willing to shop may necessitate learning how to leverage online platforms to take your business virtual.

Once the initial shock of an economic slowdown abates, you still need to be realistic. Any distressed economic situation will not resolve quickly. So put your “long game” into play. The “long game” is your Resilience Strategy. Here are seven ways to start planning your next steps with a more emotionally settled approach while harnessing your inner strength to rebound.

1. **Take an Inventory:** Focus instead on what you still have, not on what you have lost. You still have your skills and knowledge. This is valuable. Is there some other way to use your talents that you have not previously considered? Can you subcontract to others who are getting work to pick up a little cash flow? Can you convert what you do or know to help others? That help might not pay bills, but if you are wise about how you frame it, this could be the new foundation for your long-term future.
2. **Cut Costs:** Be brutal about cutting costs to conserve cash. Review all credit cards for any automatic payments and ask if you really still need them. Don't just focus on the monthly charge. Convert those monthly charges to their equivalent cost for a full year. The annualized number is what you should consider. Can you pay more important bills if you let them go? The same thing holds true for your cash expenses. Can you ask employees to shorten hours so you don't need to lay people off or take a modest short-term pay cut? Ask vendors to lower their costs. Review your phone bills to see if there are savings by switching carriers. The same goes for insurance and utility bills.
3. **Access Resources:** Your industry association can be an exceptionally valuable partner to you in a time of

crisis. The value they offer in access to information, peer networking and education can make an incredible difference to optimize your survival potential. Look for changes to government programs or new funding alternatives that become available to see if you now qualify. You might have more options available to you than you realize. But beware of falling prey to charlatans who are offering to “solve” all your problems for a small (or not so small) fee. Vet them carefully.

4. **Connection:** If your customers are impacted by the crisis too, evaluate options you have to connect with them and/or support them in what they need. Keep in touch with customers when they're not buying so they'll remember you when they can buy. When they reach an interim “new normal”, are they ready now for your connection? You must be sensitive to your clients. Do not force the issue. Focus your energies on what you can do for them. Even if it is not for a fee. Think about how communication you employ right now can play out over the long term.
5. **Use Your Network:** Explore the power of partnership and collaboration through the community you have built. You can often find a tribe of like-minded people online. Your industry associations are also full of people in the same situation as you. Coming together to brainstorm ideas for new approaches and to share news about resources is a powerful way to focus your energies on recovering from this tough situation. Set up a regular call with your peers or allies. It might be each night at a designated time or on a weekly basis. Focus your conversations on resolving problems and forward thinking.
6. **Be Realistic:** No one ever wants to consider permanently closing their business. But, if the crisis is such that there is no way to recover your current book of business, you might have to face the inevitable. Perhaps you can just shift to a temporary hiatus or scale your operations and employment back to a more modest level. This does not mean your business is closed. You would just be temporarily focusing on implementing a pragmatic solution. This could take some of the financial pressure

off of you. Don't let your pride get in the way of taking advantage of a temporary opportunity to get some cash coming in your door. While this can be exceptionally difficult to execute, it may give you the breathing room you need to ultimately recover.

7. **Focus Your Mindset:** Make the decision that you will survive this unprecedented crisis situation through your own grit, determination and effort. Try to find music, activities or people that will support your positive mindset to be resilient and mentally tough. Determine to keep focusing on solutions. Give yourself some grace. Trying to navigate through a crisis is exceptionally difficult for everyone, no matter their experience level. Be compassionate with yourself just as you would to a dear friend you care about. Find healthy ways to cope with the stress as you move through this time of great adversity. Take care of yourself physically, emotionally and spiritually.

FINAL THOUGHTS:

Over the decades, businesses have weathered recessions, natural disasters, terrorist events and strategic failures. They survived and even thrived afterwards due to the choices they made and the focus they developed to adapt to the changing circumstances. They focused their mindset on making choices each day that were laser-focused on their short-term survival and their intention to achieve long-term success. They leveraged unexpected opportunities into cash-flow, connections and tactics to survive and even thrive. You can do the same!

Jill J. Johnson is the President and Founder of Johnson Consulting Services, a highly accomplished speaker, an award-winning management consultant, and author of the bestselling book *Compounding Your Confidence*. Jill helps her clients make critical business decisions and develop market-based strategic plans for turnarounds or growth. Her consulting work has impacted more than \$4 billion worth of decisions. She has a proven track record of dealing with complex business issues and getting results. For more information on Jill J. Johnson, please visit www.jcs-usa.com.

RETURNING TO A SEMBLANCE OF NORMALITY

Returning society to a semblance of normality in the face of COVID-19 appears to be a multi-phase operation. The first phase involved a virtual lockdown of most things with people being urged to stay home to stay safe. Borders were closed, restaurants and retail outlets shuttered and only essential elements and personnel allowed to operate to deal with maintaining the basic necessities of life in our world and fighting the virus in hospitals and long-term care centers. Phase 2, which has just begun, is the gradual reopening of non-essential sectors such as retail, restaurants, hair salons, etc. but, while parts of the world are starting to relax restrictions, social distancing and masks are more and more appearing to be the norm and are, in some areas, mandatory. The re-opening of society must proceed slowly and there will be increased vigilance to identify and counter increased instances of COVID-19. There may be performing arts venues and festivals which can re-open while respecting social distancing and all of the other measures required for safety, but many will not be able to and will have to survive until Phase 4. Phase 3 will be facing the reality of society re-aligning itself to the new norms and there will be many organizations and entities that will simply not survive. We will reach the end of Phase 3 when there is a viable vaccine not only in production, but available on a worldwide basis. The final Phase 4 will be a return (sort of) to the world as we knew it before the pandemic but with many missing pieces and a need to accommodate ourselves to a new world where much of what we knew and loved will be quite different. The performing arts will only be able to function fully in this final phase.

The Event Safety Alliance has published a best practices guide to help with Phase 2. "The Event Safety Alliance Reopening Guide is a collective work by event industry professionals to help our peers who are planning to reopen during the coronavirus disease (COVID-19) pandemic. This document contains no "best practices" that apply everywhere – coronavirus creates different challenges depending on countless factors, including the size of the event, its geographic location, the physical space, and the anticipated attendees, to name just a few. Instead, in the order one would plan an event, we have identified reasonably foreseeable health risks and suggested options to mitigate them.

Because this is intended to be used by event professionals, we have tried to strike a balance between a simple checklist and

an exhaustive consideration of all options. Our goal is to provide enough information so each user can make reasonable choices under their own circumstances.

Some of this guidance is scalable, meaning it can be applied equally to events of any size. Where we had to choose, we focused on the circumstances of smaller, local events that we anticipate will reopen first. Consequently, this Reopening Guide emphasizes things people can do rather than things they can buy, since money is likely to be especially tight for smaller events and venues that have been closed and may only partially reopen. Our intention is to follow this initial release with guidance more applicable to tours and larger events, which face additional challenges that will keep them closed longer.

In the text, people are referred to as either "patrons" or "workers." A patron is anyone who pays or presents a credential to attend an event – they can be required to follow health and safety procedures as a condition of entry and attendance. A worker is a paid professional or volunteer providing services – they can be required by their supervisor to follow health and safety procedures as a condition of work.

There is no guarantee of an illness-free event even if you follow everything in this *Reopening Guide*. It is indisputable, however, that planning, training, and implementing reasonable health and safety measures are the best ways to protect live events and the people who create them, while also inspiring patrons to return to the places where we make magic happen."

Steven A. Adelman, Vice President, Event Safety Alliance
Download the Guide at:
<https://www.eventsafetyalliance.org/esa-reopening-guide>

Robert Baird is President of BAM! Baird Artists Management Consulting in Toronto, Canada and an acknowledged expert in international touring including visas, withholding and taxation. He offers free advice to artists, agents, managers and venues and has an international clientele. He served for many years on the Executive Board of Festivals and Events Ontario (FEO) and is a former Vice-President of that organization. He can be reached at: P: 1-800-867-3281 E: robert@bairdartists.com or for more information go to: www.bairdartists.com

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CRUMBLING FOUNDATIONS:

COVID-19 AND SCOTLAND'S PERFECT STAGE

By Professor Joe Goldblatt & Gerry Reynolds

When "Scotland the Perfect Stage" was first published in 2008, it set out the Scottish Government's vision for events in Scotland and highlighted the range of benefits that a strong portfolio of events would yield for Scotland. Since then, Scotland has demonstrated ever strengthening credentials as the perfect stage for events with considerable success. Never more so perhaps than in 2014 when Scotland enjoyed the fruits of highly successful delivery of the Commonwealth Games in Glasgow, The 2014 Cultural Programme, The 2014 Ryder Cup and over one thousand events in the Homecoming Scotland 2014 programme. Today, the Covid-19 pandemic would have made all of that impossible. The battle to prevent the foundations of Scotland's Perfect Stage from crumbling has commenced.

In 2015 when a revised "Scotland the Perfect Stage" was published, it provided the focus and leadership needed for everybody involved in any aspect of planning, securing, supporting and delivering events of all sizes in Scotland for the next decade. It brought together all parts of the public, private and third sector that had a role in relation to events in Scotland in order to drive the development and growth of a flourishing, innovative and competitive events industry in Scotland. It was working. Scotland had an inspirational portfolio of events planned for a Themed Year – the Year of Coasts and Waters 2020 - just a few short months ago. A programme that was going to continue the great work that was being created to generate business, create jobs and boost the Scottish economy. Then suddenly everything changed. Mass Gatherings were banned overnight and today nobody knows for certain when Scotland will ever be able to place anything on its world class perfect stage again.

With lives literally at stake; those employed in Scottish Events Industry understood that Mass Gatherings had

to be banned for the foreseeable future. Health and Safety has always played a major role in the industry at every level and rightly so. However with livelihoods at stake, there is also growing concerns that time is not on their side. Nobody knows how long it will be before the ban on Mass Gatherings is lifted and that makes planning impossible at every level. What is clear is that there will be no new normal for those companies who run out of money or those who lose their jobs before a vaccine or a financially viable way of safely staging events is found.

The search for a financially viable way of safely staging events is not going to be easy. Currently work is underway using all the scientific advice that is available preparing the guidelines that will detail the measures that will need to be taken by event organisers to ensure the safety of those attending, performing and working at events. It is clear that those measures are going to involve a combination of reduced incomes and increased costs; and thanks to the need for social distancing, changing the feel and appeal of events will only become apparent with the benefit of hindsight.

Because the success of Scotland's Events programme was (and has to be) built on a foundation provided by the combined efforts of the public, private and third sectors; it is impossible to ignore the additional challenges that all three sectors are now facing as a result of the pandemic. Challenges that are going to have to be met during an economic recession that is certain to significantly reduce the funding that is going to be available to support the efforts that are going to have to be made to protect the foundations of Scotland's Perfect Stage for the development and delivery of events.

Every network that has been established in Scotland since 2008 to support the Perfect Stage strategy will have a part to play when the events industry emerges

from its enforced hibernation. While those at the front line will face the immediate challenge of surviving and then thriving in a world of additional obligations and reduced funding; everybody behind the scenes will face the collective responsibility of ensuring that they are given the support and the encouragement to do so.

Of course every cloud, even one as dark as this, has a silver lining. The enforced hibernation of the Scottish events industry has provided an unexpected opportunity for stakeholders to discover that now is the perfect time to strengthen Scotland's Perfect Stage. Exciting opportunities have been identified to encourage world leading research into the design of future health and safety measures; and to encourage collaboration on an unprecedented scale at a community level.

There is a need to encourage and reward the sharing of community resources to achieve economies of scale; and to revisit the case for the development of permanent local and regional event and exposition centres that could reduce the costs of delivering events and encourage greater public and private partnership working. Hopefully the new norm that everybody is desperate to see will be one where everybody is working and enjoying themselves for each others' mutual long term benefit.

Professor Joe Goldblatt is the author, co – author and editor of 38 books in the field of events management. He is emeritus professor of planned events at Queen Margaret University in Edinburgh, Scotland.

Gerry Reynolds has forty years' experience in organising local, national and international events and has a Master's Degree in International Event Management. He is the Events Manager for the Highland Council based in Inverness, Scotland.

ADAPTING LIVE EVENTS DURING COVID-19

BY RYAN KINTZ



As Event Organizers, we put in countless hours, we meticulously plan, and we take big risks for one primary reason: to bring people together for a meaningful live experience. We help people from all walks of life connect with each other; through music, art, entertainment, vendors, and of course by providing drinks and great food. Our attendees never seem to grasp the gravity of just how much work we put into bringing the event to life. But we all know how rewarding it is to look out over the crowd during your event and think to yourself, "I did this, I made all of this happen." There is no greater feeling in the world.

COVID-19 has harshly reminded us that our events play a vital role in our communities. Humans crave social interaction and connection to each other, and that meaningful experience is exactly what you help create. Don't ever forget that. The world needs your event.

As an Event Organizer and concert promoter myself, I know firsthand how devastated our Industry has been by COVID-19 and the live events ban. Our entire world has been turned upside down and put on hold indefinitely. We are all racking our brains and spending sleepless nights trying to find a path to our event's survival.

But I have faith in our community. As Event Organizers, we are creative, resilient, and we're used to putting out fires and adapting on the fly. Now more than ever, we must rise to the greatest challenge we've faced and come together with new strategies and "out of the box" thinking.

Today I want to share what my two companies (Afton Tickets and Afton Shows), our partner music venues, and my ticketing clients have done to ensure events can continue onward. My hope is that I help spark new ideas and that together we find a way through these dark times.

Maximizing Revenue Despite Reduced Capacity Requirements

Social distancing and reduced capacity requirements are going to severely affect our bottom line. How can you still cover costs if you have to reduce capacity by 50% for your event? The key is to identify all of the areas you can try to recoup that lost revenue.

Time Slot Ticketing

I've used this myself for our concerts, and many of my clients are using this strategy for their upcoming brewfests and festivals. Rather than allowing fans to come to your event whenever they feel like it, and to stay as long as they'd like, split your event up into designated time slots. Attendees will buy the ticket for the time slot they want, and there is a defined start and end time when they can be at the event.

If your event lasts from 10:00 AM to 12:00 AM, and your normal capacity of 3,000 attendees is now cut to 800 attendees due to COVID-19. Here's what you can do:

Create a separate ticket type for each time slot, each time slot has a max inventory of 800 tickets. Make sure you leave enough room in between each time slot to clear everyone out of the event and do any required cleaning. In this example, that "clear out" time is 1 hour.

PRICING TIP: Don't price every time slot the same. Capture more revenues by increasing the price of the most desired time slots, especially since those will sellout quicker. In past years this event was always \$20, but this year we are pricing each time-slot accordingly.

Adult GA (10am – 1pm)	\$15.00
Adult GA (2pm – 5pm)	\$20.00
Adult GA (6pm – 8:30pm)	\$30.00
Adult GA (9:30pm – 12am)	\$30.00

Now you can sellout your reduced 800 capacity 4 times, for a total of 3,200 tickets, which is 200 more tickets than the normal capacity of this venue on a non-pandemic year. Plus, you priced the more desired time slots accordingly with a higher price point which brings in more revenue.

Create New VIP Experiences

An Event Organizer for a large festival always had a \$300 premium VIP ticket. The next ticket tier was GA for \$30. But now due to COVID-19, they plan to build 2-3 additional VIP experiences at lower price points around \$60, \$90, and \$150 because they expect to be forced to reduce their event capacity.

This means they can now up-sell their normal GA buyers into more affordable VIP options at varying levels. How can you provide new and unique experiences and up-sell GA buyers into those new ticket levels? Or consider, if your event sells out more quickly than usual due to reduced capacity restrictions or higher demand, now when your GA sells out, anyone wishing to attend is forced into the next premium ticket levels.

Move to Paid Parking

Many events offered parking for free. If you charge just \$5.00 per car during the pandemic that can be an extra revenue generator while also encouraging your attendees to carpool. This also incentivizes attendees to bring friends and attend in groups which will increase attendance.

Events are More Likely to Sellout, Save Money Where You Can

It's hard to imagine anything about this pandemic helping your event. But the reality is, people have been stuck at home alone and are dying to get out to a live event if they feel it is safe. That paired with the fact that many events will have reduced capacity requirements means that there is a high likelihood that your advance online sales will skyrocket, and your event will sell out ahead of time.

Take all of this into account, because if you're confident these factors ensure a sellout event – you should consider raising ticket prices right from the start.

What about marketing? If demand is high, capacity is reduced, and most or all of your sales will be online in advance – is it time to cut your marketing budget in print, newspaper, and radio and focus on online and social ads instead? Many of my clients are cutting back in old marketing tactics and investing in Facebook/Instagram ads to drive online sales. Look at all your past spending and decide what is really necessary for your new format of event.

Creative Event Adaptations

Let's give ourselves credit where credit is due. Event Organizers by far have been some of the most creative "out of the box" thinkers I've ever met. Now's the time to use that creativity to adapt our events to something that is unique and special.

Drive-in Movies & Concerts

Many of our clients are putting on drive-in movies and drive-in concerts. So far, the demand has been staggering, with many of these events selling out in advance. Some clients are even combining this format with a concert before the movie. Consider bringing in food cart vendors so attendees can phone in their order and have it delivered right to their car!

PRICING TIP: We've seen success with selling higher priced ticket tiers for the spots closer to the stage or movie screen. It's hard to do "pick your spot" with a drive-in but you can split your grounds into 2-4 sections and price those sections accordingly. I've seen the front row section going for as much as \$40 per car.

Convert to a Multi-Location Event with Vendor Stations

One of our festivals had their event in a huge, and I mean huge, tent. With COVID-19 they couldn't keep with that format. So, they decided to split their event with 100+ vendors up into smaller "stations" through-

out the city. Each station will have 4-5 vendor booths, and the Event Organizers are hiring buses to bus each group (with social distancing) to each station like a giant bar crawl. But instead of just visiting some bars, the attendees are experiencing the same vendors as usual spaced out across the city. Local businesses, hotels, and car lots are hosting vendors at their location and they love the idea.

The response so far from past attendees that were surveyed is so positive that the organizers are considering making this a recurring annual event even when their normal event comes back after the pandemic ends!

Social Distancing Events

By utilizing the times lot ticketing strategy I talked about earlier, many venues and events can be profitable even if social distancing of 6 feet is required. So don't immediately give up on this idea. Farmer's markets are expanding their event footprint and putting tape on the ground to direct attendees, using volunteers to keep people spaced out, and restricting the number of people inside of each booth to 4 people at a time. Music venues and comedy clubs with fixed seats are blocking off 2-3 seats to the right and left of each group or family and resuming events as normal. Of course, this means less tickets can be sold – but with time slot ticketing that can be made up for. Other events are moving to a Drive-Thru experience where the attendees are able to view and experience the event while driving through and remaining in their vehicle. Another option is to move your indoor event outdoors or to a larger festival grounds so that you can abide by social distancing and instate a 1-way foot traffic flow.

Virtual Events & Live Stream Concerts

Going virtual is a great option for some events. The first question to ask is, "what's the goal of my virtual event?" If the goal is to engage your community and use it as a marketing tool, then a free live stream may be ideal. County fairs have gone virtual with free admission as a way to launch their online tickets for next year and to build community engagement. One fair had over 50,000 viewers throughout the week.

But if the goal is to make money off of the event, don't rely on donations alone. If you need to make money, a free Facebook Live stream is going to bring you a lot of "mild fans" that will pop in for 2-3 minutes

and then leave before they feel inclined to tip or donate. Free streams will also lower the “value” in the attendees’ mind of what your content or event is worth. So many people intend to watch a free live stream but get busy or something else comes up last minute.

If you sell pay-per-view tickets for your stream, attendees are going to schedule it on their calendar and make sure they attend. They’re much more likely to watch the entire stream since they are more financially committed. Attendees will also tip more, and more often, if they purchased a live stream ticket. Pick a platform that has all of the features you need for your event, and make sure service fees to your attendees are reasonable. Our platform is always an option if you’re looking for a full service solution: Afton Tickets LiveStream

If your event has major headliners and you already have a relationship with the Booking Agent, now is a great time to book them for a paid live stream event. You can market the live stream concert worldwide (it’s no longer an event for fans in your area) and you can negotiate the split to the artist. In times like these, we need to utilize all of our existing relationships so we can help put everyone back to work!

Focusing on Next Year

The best advice I can give you if your event was canceled for 2020 is to get your 2021 event tickets on sale immediately! Not only will this give you more time for marketing, but every ticket sold for 2021 right now will help ensure you can make next year happen. I’ve talked to so many Event Organizers who, out of habit, were planning on launching 2021 tickets in December like they always do – instead of putting them on-sale right now.

Another benefit to putting tickets on sale ASAP is that you provide a concrete way for your fans and loyal attendees to help fund your organization.

I’ve been advising my Afton Tickets clients to avoid putting up a go fund me or ask for straight donations. Instead, I’ve been telling them to launch tickets for 2021 right now with proper messaging. What I mean by that is this, speak from the heart about how COVID-19 has affected your event and all of those involved. Create a video and talk about how hard your team, volunteers, and vendors have been hit.

Tell your attendees that the best way to support the event is to simply buy tickets right now for 2021. Not only is

this bringing in substantial revenue, but it’s letting your attendees know you don’t want a handout and it reminds them to support the event they love.

Keeping Attendees Safe with Contactless Ticketing

Last but not least, is attendee and staff/volunteer safety. Many event attendees are going to be scared and on edge, and it’s our job to not only keep them safe, but to ensure them we’ve made every effort to abide by COVID-19 safety recommendations. Everyone has their own opinion about COVID-19, and even if you don’t personally feel it is a serious safety risk, you owe it to your attendees to abide by the COVID-19 guidelines.

Here are a few ways to put everyone at ease. If your current ticket provider does not support or provide these features, you may want to consider switching providers. Many of my clients see these as a “must have” for their event:

1. **Contactless Ticket Scanning:** Put the laser scanner on a stand on a table upon entry so that attendees can scan the tickets themselves without having to touch the scanner. Your staff can stand 6 feet away and monitor the valid/invalid scan and keep social distance.
2. **Contactless Card Transactions:** Make sure that your card reader is stable and easy to use, so that attendees can insert their card without your staff having to handle their card. Put plexiglass up between the cashier and attendee and minimize any touch points between attendee and the device.
3. **Alternative Cashier Option:** Some clients have opted to stop accepting cash at the gate during COVID-19 and will only accept contactless card transactions. Other clients have eliminated gate sales altogether and made their event online advance sales only.
4. **Cashless RFID for Food/Drink/Vendors:** I’ve seen more organizers move towards cashless RFID payments for food, drink, and vendors within the event. This has led to up to 22% additional spend per customer since they don’t “feel the pain” of parting with cash or having to get their credit card out. A company I recommend that I’ve worked with is Fast Bar. This also speeds up the lines and allows bartenders and food vendors to deliver product to the

customers much more quickly.

5. **Obvious COVID-19 Precautions:** Of course, volunteers and staff should wear masks. In my opinion, anything that makes attendees feel safe and shows them that you’re taking COVID-19 seriously goes a long way. Use plexiglass when it makes sense and provide hand sanitizer upon entry and throughout the event. Clearly mark out on the ground the 1-way line flow, where to stand in line to keep 6 feet apart, and arranging the port-a-potties so that the lines of people are not crammed together. Face shields are a good alternative to masks and are nice for the person wearing it (not so hot), and allows attendees to see a smiling face through the clear shield.

We’re in this Together

Trust me, I know how overwhelming it feels to be an Event Organizer in these times of uncertainty and chaos within our Industry. But throughout this pandemic, do not forget, *we are all in this together*. We can share ideas, encourage each other, and provide support. It is now clearer than ever that the world needs the vital human connection that our events provide. Let’s do all we can to not just keep our events alive – instead let’s use this challenge to adapt our events in ways we’ve never imagined. I believe that’s how we will come out of this stronger than ever before.

Ryan Kintz is founder and CEO of Afton Tickets, Afton LiveStream, and MyAfton/Afton Shows. Afton Tickets clientele includes fairs, festivals, beer/wine/food festivals, city events, and concerts that range from 10,000 to 100,000+ attendees. Ryan works onsite at various Afton Tickets clients’ events. He has firsthand experience planning and organizing events and executing online ticketing and box office admissions for large, complicated, multiple entry point events. Afton Shows has produced over 12,000 events and national tours in 60 U.S. cities and 8 Canadian cities with over 1.5 Million tickets sold. Ryan has worked with hundreds of event organizers, over 800 music venues and tens of thousands of music artists. Ryan runs all companies with his wife, business partner, and COO, Amy Kintz.

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9 TIPS



to Make Working Remotely Work for You and Your Employer

By Jill J. Johnson

The concept of remote working has been around for a long time. Many entrepreneurs have mastered the ability to work virtually, but it is often a major challenge for those who normally work in a busy office setting to shift to working outside their traditional office environment. Working remotely can feel more isolating than mingling with co-workers in an office setting.

Being effective while you work remotely takes more than a mindset shift. It requires a disciplined approach to planning your activities and seeking out opportunities to interact with your co-workers. Here are nine practical tips you can use to make the most of this experience.

1. **Establish a Routine:** Just as you have a routine in your normal workday, try to mimic this routine as you work in your remote location. Whether it is at your home, an airport, or a coffee shop, following your normal work schedule is vital to feeling like you are really working. Start your workday at the same time. Make sure you get dressed. Wearing your pajamas might be comfortable, but it does not prepare your mindset for work. It can become easy to get distracted when you are working in a different environment, so focus on *acting* like you're still working in a supervised workplace. This approach will help you *feel* more like you are working.
2. **Set up a Dedicated Workspace:** Having an area in your home where you do your work is essential to success in working remotely. It is easy to become distracted by the dog, television or the pile of household tasks that need to be completed. When you are in your workspace, you are working. If you combine it with following your normal worktimes, you can do a better job of staying focused.
3. **Convert Commute Time to Learning Time:** The time you used to spend on your commute is now extra time that you can use to enhance your value by learning something new. With the plethora of online courses and videos, you can take advantage of this "commute time" to enhance your skills. Even better, you might be able to get a certificate of completion that will make you even more valuable when you get back to a normal office work routine.
4. **Take a Lunch Break:** One of the most challenging aspects about working remotely is that it becomes easy to just sit at your desk and eat your lunch. In a normal work environment, you have to walk somewhere and often wait a bit to get your food. At home, your lunch time could drop from an hour to 15 minutes. Use the extra time to get in your workout or engage in some other activity to benefit your health. Giving yourself a solid break during the day will help reinvigorate you and give you a mental boost.
5. **Connect with Others:** When you are feeling a little lonely or isolated, take a minute to reach out to someone. Rather than sending a lengthy email, see if a colleague is available to talk live about a project. If they are working remotely too, they might welcome the human contact! Intentional connections like this build team bonds and help sustain you when you are working remotely. It also offers you additional opportunities to dig even deeper into issues and brainstorm alternative solutions to critical issues.
6. **Use Video Conferencing:** Using technology applications such as video conferencing is a great way to connect people from different locations. It provides a deeper level of connection and engagement than a phone call or text. Don't worry about looking perfect on camera. The key here is using technology to connect with each other. Remote meetings are often very effective, but you need to make sure everyone is focused on the meeting and not multi-tasking! You can even set up regularly scheduled meetings via video conferencing so you can add more structure to your workday.
7. **Communicate Clearly:** If you are now relying on digital communication with your colleagues through email, be sure you are communicating effectively. Sarcasm or snarky comments have no place in written communication as they can be taken out of context without the body language or facial expressions to convey your meaning. Take some time to plan out the structure for your communication. Identify your key messages and what you need to add to support them. This will help you clarify your thinking and be better understood by others when they are only relying on your written communication.
8. **Leverage Your Opportunities for Productivity:** You will likely discover you are more productive without all of the interruptions common during an office workday. The lack of interruptions and distractions create additional opportunities for you to be more efficient in completing your normal work responsibilities. But it also offers you the opportunity to be even more productive. Leverage this productivity and tackle that special project you were hoping to get done someday. That someday is now! Just make sure it is a one-off project, not a permanent addition to your job responsibilities.
9. **Be Aware of the Time Trap:** It is not uncommon for people to feel guilty that they are not working hard enough when working remotely. It is easy to fall into the time trap to seek out additional job responsibilities to fill your time. Keep in mind that you won't have the same opportunities for productivity once you go back to a normal office environment. You and your boss should be clear about this so the extra work does not cause complications when you get back into the work setting.

Final Thoughts:

While it is not ideal to have a major shift in how you work, you can adapt to the situation with practice and focus. Keep in mind that it takes time learning to balance all of the complex aspects of working remotely. Be creative in exploring all your options for maintaining a connection with those you work with. Just make sure you keep your mindset on making a remote situation work for you—and your employer.

Jill J. Johnson is the President and Founder of Johnson Consulting Services, a highly accomplished speaker, an award-winning management consultant, and author of the bestselling book *Compounding Your Confidence*. Jill helps her clients make critical business decisions and develop market-based strategic plans for turnarounds or growth. Her consulting work has impacted more than \$4 billion worth of decisions. She has a proven track record of dealing with complex business issues and getting results. For more information on Jill J. Johnson, please visit www.jcs-usa.com.

Balancing Clean Air & Reopening Amid New COVID-19 Indoor Air Guidelines

By Mona Kelley

In the aftermath of sweeping stay-at-home orders and a three-month shutdown of many businesses, life in a post-COVID world is going through a “new normal” – a different way of doing things than were done in the past. With a wide range of challenges facing commercial building owners as a result of the coronavirus, the heating, ventilation, and air conditioning (HVAC) and related industries are no exception.

COVID-19 has shined a spotlight on indoor air quality and ventilation. It seems clear that business owners, employees,

and customers with chronic respiratory illnesses like asthma, COPD, and emphysema all benefit from improved indoor air quality and whole building ventilation. This is true even *outside* of the flu and respiratory illness season.

Short and long-term exposure to any poor air quality can not only cause exacerbations of chronic respiratory illness and reduce lung function, *these same factors have been associated with increased severity of COVID-19 pneumonia* and increased risk of contracting airborne illnesses in people both with and people WITHOUT chronic respiratory illnesses.

As a result of these factors relating to COVID concerns, experts from the commercial building industry, US EPA Energy Star program, and American Society of Heating, Refrigeration, Air-conditioning Engineers (ASHRAE) met in May to discuss how to best operate HVAC and related systems, and to offer recommendations on Building HVAC Operations amid COVID-19. Leading takeaways from the nearly three-hour program and Q & A included:

Stressing the Necessity of New Cleaning Protocols and Low-Cost Building Upgrades

Property management experts have already instituted a wide range of changes to their buildings, including:

1. Posting signage and messaging with CDC guidelines in common areas, break rooms, bathrooms, and conference rooms.
2. Defining travel patterns within the tenants' space.
3. Limiting conference room capacity.
4. Bringing in additional outside air and replacing filters with more efficient MERV 13 filters.
5. Placing greater emphasis on cleaning high-touch surfaces including doorknobs and elevator buttons.
6. Providing disinfectant wipes and hand sanitizer stations in lobbies.

Observing That Business Owners Have Taken It Upon Themselves To:

1. Devise new seating arrangements;
2. Install shields between tables that face each other;
3. Require employees and customers to check their temperature upon arrival; and
4. Install automated fixtures in restrooms.

While Emphasizing It's Still Necessary to Prepare Buildings for Coming Standards:

Some essential tips from ASHRAE to prepare buildings for occupancy re-entry:

1. Flush the air and water systems.
2. Assess air filtration systems.
3. Ensure that HVAC systems undergo maintenance, cleaning and are operating normally.
4. Install a SMART whole building ventilation controller system.

Various chemicals may abound within a business. These range from employee and customer personal care products such as cosmetics, perfume and hair care products, to sources of fossil fuel heat. In addition, many cleaning agents, radon, humidity, and mold can add to respiratory burdens. Experts recommend using simple measures to decrease exposure to air pollutants such as:

1. Cleaning;
2. Not allowing smoking;
3. Using dehumidifiers in high-humidity areas;
4. Installing carbon monoxide and radon monitors; and
5. Ensuring adequate ventilation through air exchange options.

Offering Technical Guidance on Changes to HVAC Systems

In examining research from ASHRAE, CDC, WHO, and OSHA among others, the experts found that:

1. HVAC is not a major transmitter of viruses including COVID-19; transmission is mainly from person-to-person close contact over extended periods. *However*, since many viruses, including COVID-19, are spread by airborne transmission, HVAC measures should be taken to reduce potential exposure.
2. HVAC can help prevent the spread of COVID-19 by incorporating evolving best practices that focus on SMART whole building ventilation in order to dilute airborne viruses and filtration to remove dust and airborne particulates. This can be accomplished by:
 - a. Increasing whole building ventilation using SMART ventilations controllers that compare indoor and outdoor air quality, control outdoor air intake to prevent mold growth while maintaining minimum outside air flow to reduce the risk of airborne illness transmission.
 - b. Improving filtration to MERV-13 or

the highest efficiency level feasible, and ensuring that filters are sealed properly to prevent bypass.

- c. Using SMART whole building ventilations controllers to provide outside air for several hours both before and after occupancy each day.
- d. Consider adding UV sanitizers to the HVAC system as a secondary method to the fundamental measures listed above.

Pointing Out That Post-COVID-19 Ventilation Standards Will Increase Energy Usage (Though Not Cost) with a SMART Controller:

Experts analyzed the energy use impact of three measures to reduce virus transmission risk and recommended:

1. Extending HVAC hours to provide additional outside air for several hours both before and after occupancy each day;
2. Upgrading to MERV 13 from MERV 8 filters; and
3. Letting in an additional 50% outside air above minimum standards.

Experts found that these changes would result in a three to five percent increase in building energy usage, depending on the climate and region. SMART whole building ventilation controllers, however, yield up to 30% energy *savings*. Therefore, implementing new post-COVID-19 ventilation standards with a SMART whole building ventilation controller will still yield a net energy *savings*.

Summary

With a professionally installed whole building ventilation and annual maintenance, any HVAC system can and will remove airborne viruses and other indoor pollutants before they impact the health of employees, customers, and families. Health measures have never been more important than in a post-COVID 19 world.

Mona Kelley, RN, MSN is Managing Member & Regulatory Affairs Specialist with the Lake Wales, FL-based Natural Air E-Controls, LLC (www.naturalair.com). Natural Air E-Controls, LLC designs and builds HVAC control systems that enable the building's HVAC equipment to provide fresh air and remove pollutants by taking in outdoor air in amounts needed to improve indoor air quality while saving on heating and cooling bills.

casual reader. The copy in all of his ads mostly bragged about the company's growth, and said little about the product other than its features. There was no copy which pointed out the benefits the customer would gain from doing business with this company. By contrast, in a successful ad, the headline and its' supporting images call out to the target audience letting them know about something beneficial to them.

The greatest failure of his ads was that they did nothing to show how his software would solve his prospective customer's problems. Advertising is all about problem solving; and people are motivated by solutions to their problems.

After the meeting, I learned from the marketing director that the owner had created those ads himself and had expected me to praise them. When I didn't, he grew angry. I understood that his anger was really about his company losing market share, but he was also a control freak who had built his business himself, and wasn't accustomed to accepting advice from others. Needless to say, we did not do any business together. Sometime later, I heard he ended up selling his company to one of his competitors.

The software company owner's problems seemed to stem from his pursuit of publicity. When you use public relations as a

marketing tool, you relinquish control of the message. Advertising is much more expensive, but you control the message and who sees it.

Even though I didn't get the job, I learned a lot that day about my ability to diagnose ads which I was able to use in helping other companies. What adverse situations have you encountered, where the silver lining was the awesome lesson you learned from it?

Robert Evans Wilson, Jr. is an author, humorist/speaker and innovation consultant. He works with companies that want to be more competitive and with people who want to think like innovators. Robert is the author of *...and Never Coming Back*, a psychological thriller-novel about a motion picture director; *The Annoying Ghost Kid*, a humorous children's book about dealing with a bully; and the inspirational book: *Wisdom in the Weirdest Places*. For more information on Robert, please visit www.jumpstartyourmeeting.com.

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