

Development of Risk Management Plan during a Global Pandemic - The case of *simplesmente...Vinho*

By Nikola Gudovic



WINTOUR Master
University of Porto

Wine Tourism Department
Master Thesis
Spring 2021



Abstract

No one really can tell or guess how the event industry will look like in a post Covid-19 world but creating and building events during Covid-19 is slowly becoming a norm out of which we learn something new almost every day. Coronavirus's new waves, constant changes in government's guidelines, World Health Organization's findings and many other factors are pushing event organizers to have not just one, but multiple plans for the execution of their events. From initial online and virtual experiences, hybrid models that are becoming more standard to modified and redefined in-person events, the industry is emerging with new creative ways to bring itself back to life.

The main objective of this paper is showcasing the process of planning, developing, and holding an event during the Covid-19 pandemic, with an emphasis on Risk Management Plan and measures put in place to ensure the safety of all the participants. *Simplesmente...Vinho* is an event that has the ability to transform itself and defy the circumstances of the pandemic to a degree which allowed it to have another successful year.

Keywords:

Event Industry, Risk Management Plan, Wine Tourism, Covid-19

Abbreviations:

ARS Norte – Administração Regional de Saúde do Norte

CR – Credit Rating

DGS – Direção Geral de Saúde

ECDC - European Center for Communicable Disease Prevention and Control

ECDC- European Centre for Disease Prevention and Control

EEMA - The Events and Entertainment Management Association

INEM - Instituto Nacional de Emergência Médica

INSA - Instituto Nacional de Saúde Doutor Ricardo Jorge

OIV - International Organisation of Vine and Wine

VC – Venture Capital

WHO – World Health Organization

Table of Contents

1. INTRODUCTION.....	1
1.1 COMPANY OVERVIEW	1
1.2 DESCRIPTION OF THE EVENT:.....	1
1.3 INTERNSHIP ACTIVITIES:.....	2
1.4 SCOPE OF THE THESIS.....	3
1.5 AIMS & OBJECTIVES OF THE THESIS	4
2. LITERATURE REVIEW.....	4
2.1 INTRODUCTION AND OVERVIEW OF WINE TOURISM.....	5
2.2 EVENT INDUSTRY AND CONSEQUENCES OF COVID 19	6
2.3 HOW COVID-19 AFFECTS THE FUTURE OF WINE TOURISM.....	8
3. METHODOICAL APPROACH	10
4. RESULTS: THE RISK MANAGEMENT PLAN	11
4.1 SITUATION OVERVIEW	11
A) MAIN OBJECTIVE AND AIM	11
B) BUDGET.....	11
C) VENUE	11
D) TEAM.....	12
E) RISK ASSESSMENT	12
F) PAYMENTS AND TICKETING	13
G) MARKETING	13
H) ATTENDEE COMMUNICATION	14
I) SAFETY AND HEALTH CHECK ON THE DAY	14
4.2 COMPANY OVERVIEW	15
4.3 MARKET OVERVIEW	16
4.4 STRATEGY OF THE PLAN	24
4.5 RISK MANAGEMENT PLAN	24
4.6 TACTICS.....	25
4.7 IMPLEMENTATION OF THE PLAN	26
4.8 CONTROL	29
CONCLUSION.....	30
ACKNOWLEDGEMENTS.....	32
REFERENCE:	33
APPENDICES	37

1. Introduction

1.1 Company overview

Nauvegar was founded in 2017, in Covas do Douro, by designer and entrepreneur Gustavo Roseira. He created this company combining his knowledge and love for graphic design and passion for wine that has been in his family for generations. With experience in branding, labels, packaging, event-planning, video making and photography, in terms of talent, he established a very diverse team. In the past couple of years, they collaborated with many wine producers, wineries, shops, wine festivals and restaurateurs. Despite of the fact that Nauvegar is a young company, their graphic design and labels can be seen not only in Porto, but all around the world.

1.2 Description of the event:

The event opened its doors for the first time back in 2013, as a collaboration of 16 Portuguese based wine producers (Opaz, 2013). The event *simplesmente... Vinho* that brought no profit, was organized by the producers themselves with a goal to self-promote their products (Roseira, 2021). The event did not have any sponsors or public relations agencies. It was considered as an “off fair” or alternative to a giant called *Essencia do Vinho*. *Essencia do Vinho* had over 350 national and foreign producers present at the event in 2013 and public outreach of 23.000 people as participants (Oliveira, 2013).

In the following year, after the number of producers increased. In 2014 there were 22 producers from almost every corner of the country. In 2015 the number of producers grew as well, but in 2016 it saw a bigger jump with over 60 producers present. This was the first year the event went international as well, because there was a small number of Spanish producers showcasing their wines as well.

In 2017, the event continued to grow. During this year the event not only had 84 producers and artists involved, but also 6 restaurants, and some of them are partners of the event until this day. A year later, amongst 101 producers, there were 18 from Spain and one from France. This was another indicator of the success and potential of the event to attract international attention. Every

year since 2018, the event had 100 producers present with one special guest. In 2019 it attracted a guest producer from Oregon, USA.

In its 8 years of existence, the event became one of the hotspots for wine lovers. But not wine lovers of any kind. It gathers people who are passionate and curious about organic vineyards, biodynamic and natural wines. In the world of industrially produced wines that sell cheap, the event's main goal is to shine a spotlight on small *vignerons*. This way it gives their wines more value and more exposure to a big number of people that visits *simplesmente... Vinho*.

1.3 Internship Activities:

The internship was completed during the 4th semester of WINTOUR course from February until July of 2021. With past experiences in event industry, I decided to focus on planning and organizing *simplesmente... Vinho*, one of the biggest annual projects of Nauvegar. The additional challenge of the pandemic.

The main activities were consisted of:

- Pre-event activities such as: Researching and benchmarking the events of similar profile and their approach during the pandemic, gathering information about WHO's guidelines and rules, closely monitoring the development of the virus in Portugal and how it could affect the event, conduct survey as gauging method to get an insight attendees' interest in face-to-face events and creating an extensive risk management plan.
- During the event activities such as: welcoming the guests and participants, verbally ensuring the clarity of measures to prevent spreading the virus, ticketing, implementing steps to reduce the risk of Covid-19 such as measuring body temperature of the participants, creating, and putting directional signs in place, making sure sanitizing equipment's availability and accessibility, and making certain everyone at the event is abiding the rules agreed-upon entrance.
- Post event activities such as: conducting a short survey about producer's experience in regard to health measures and clean-up of the venue.

1.4 Scope of the thesis

Covid-19 has affected practically every element of existence (Chriscaden, 2013). The virus had already spread with over 100 nations by March of last year, forcing the World Health Organization to proclaim a global disaster (Sharafudeen, M., & Shevlin, L., 2021). After, enormous lockdowns, harsh movement limits, including "social separation", other restrictions were put in place as well. In some places they have been in effective until recently, like Germany (Ellyatt, 2021). Many booming sectors before the pandemic have experienced significant budget shortfalls. Many businesses in various companies already have filed for bankruptcy as well as been forced to settle many numbers of employees (Tucker, 2020) Consequently, an industry as sensitive as events industry, was among the hardest affected by the virus. To stem the spread of the disease, numerous significant concerts, sporting events, festivals, and exhibitions have declined in 2020 and in the first half of 2021. Covid-19 limits have driven us to depend on technological communication with, which has fueled the industry's tremendous growth. Although the disease has had an important impact on traditional future management companies' profits, the numbers of "virtual event" enterprises have been steadily increasing. The tourism industry bills itself as a "virtual venue," with members having access to various features, including the computing industry that guests can enter and exit (Givner, 2021).

Despite of all of that, event industry is on the track to get back in line with pre-pandemic numbers (Edelstein, 2021). NorthStar Meeting group had been conducting surveys on regular basis and overall, 25 percent of people thinks audiences for in-person events will be smaller, while 8 percent anticipate more attendees and 43 percent don't expect much change. The remaining 24 percent feel it's too soon to know. Another survey by NorthStar Meeting group conducted in April of 2021 came back with very optimistic results indicating that in-person meetings are slowly becoming the new normal again (Edelstein, 2021). They are being prioritized over hybrid or online events. Primary job function of only nearly one in five planners are events that are not considered to be in person. All of this should not be surprising, considering that this trend started early this year. The percentages of people willing to attend the event, and planners indicating they are planning to organize at least one in person event in 2021 started to rise, reaching 81% of people with positive feedback by March of 2021 (Edelstein, L. G 2021).

All of these factors depend on the location, country and the laws and rules implemented by the lawmakers. As the vaccination programs are starting to roll out and immunity starts to grow, the focus is slightly moved to other issues such as budgets, airlines services, legal constraints, entries in different countries, etc.

An event such as *simplesmente... Vinho*, had many of these obstacles to overcome. On the other hand, the focus of this event on local produce, also gives the ability to focus on local target market as its audience. Having that in mind, the event organizers had only one set of laws rules to focus on, those were the ones implemented by DGS and ARS Norte. Being an alternative and smaller event, comparing to other similar wine events, is one of the greatest advantages of *simplesmente... Vinho*. This gave the event the ability to transform itself, adapt and make necessary modifications to have a successful outcome.

1.5 Aims & Objectives of the thesis

Starting to plan an event five or even three months in advance is a risky task while the World is still dealing with the pandemic. Despite of the encouraging trend of lower numbers of cases during the planning process of Covid-19 cases in Portugal, alternative paths for an event in person had to be made.

As a starting point, the research on other wine events was conducted. The primary goal was to get an insight in their planning process and their approach to in person events in 2021. Also, a survey research on the local suppliers and producers was necessary in order to get an insight on how comfortable people are to meet face to face again. Based on the information gathered, the objectives and strategies were created. Potential 3 scenarios were developed for the event. Which scenario will be the right one was a decision to be made by the 1st of June of 2021. This decision was to be made based on the levels of risk, circumstances, and conditions of DGS and ARS Norte and potential attendee's feedback?

2. Literature review

There are many arguments to why wine industry is important for tourism industry itself why these two industries are tightly bonded with one another. The literature covers how Covid-19

caused a domino effect which caused both industries to suffer and experience huge financial losses. As downs come simultaneously for industries like these two, so do the ups. The literature will also present what the future might hold for them as well.

2.1 Introduction and overview of Wine Tourism

Wine tourism falls under food tourism; the tourist gets to know the different types of wine by visiting vineyards, wineries, understanding wine traditions, and engaging in wine events such as wine tasting. This form of tourism aims to find and tour areas used for wine production where the tourist takes part in wine tasting or engage in wine events (Karagiannis & Metaxas, 2020). Under this type of tourism, the tourist digs deep into the history, traditions, and cultures of the different types of wine. Events such as wine tasting, tours through the wineries, and a visit to wine museums are significant characteristics of this type of tourism. The tourist discovers new areas through wine tasting, especially the rural inland areas where vineyards and wineries are located (Karagiannis & Metaxas, 2020). Most wineries that support wine tourism allow tourists to visit their industries, learn more about wine production, thus giving the tourist a strong connection with this industry. The tourist also understands how locals relate to these wineries, the expansive wine industry, and the relationship between communities and the wine industry.

Over the last few decades, wine tourism gained prominence as tourists started embracing better and more authentic tourism experiences. Therefore, a tourist would visit wine-producing countries, wineries, and vineyards to discover the exciting world of wine production (Afonso et al. (218). The growth of wine tourism was also supported by the fact that wine tourism allows the tourist to enjoy other aspects of tourism such as cultural, traditional, and heritage tourism, thus appealing to many tourists (Karagiannis & Metaxas, 2020). Also, wine tourism creates value for the territory and wine producers. Wine tourism enables the generation of wealth and promotes hedonism. However, COVID-19 severely affected this industry because of the new restriction limiting the movement and interaction of people.

Wine tourism is an expansive multi-billion-dollar industry. For example, in the United States, wine tourism attracts approximately \$20 billion in revenue. The sector attracts approximately 14 million tourists annually in countries like Italy and a turnover of 2.5 billion

euros in the country. According to Santos et al. (2021), some of the famous wine tourism destinations are Tenerife in Spain, Porto, Portugal, Campania, Italy, Languedoc-Roussillon, France, and Vienna, Austria, and Piedmont (Virginia). A survey on the impact of COVID-19 on wine tourists conducted by Great wine Capitals, (2021) reports that 31% of wineries lost their 10-50% of income, while 53% lost 50% of their income, indicating that covid-19 harmed this industry. The wine industry employs approximately 839,908 people directly in the over 90,000 companies globally, with a global market of \$315 billion. Santos et al. (2021) identifies a symbiotic relationship between wine and tourism because wine regions attract tourists that increase the revenue to these regions.

2.2 Event Industry and consequences of Covid 19

In 2020, when Covid-19 became a global issue, it had a tremendous impact on all spheres of everyday life. By March of last year, the virus found its way into more than over 100 countries. Lockdowns of never seen scales were introduced, strict travel bans were implemented, and “social distancing” became a new norm of living. Almost every industry that was faced with a new challenge they were not sure how to deal with in the beginning. Significant revenue losses, declared bankruptcies, layoffs and many other issues started surfacing as consequences of the virus (Bhattarai, 2020). Tourism was one of the industries that was hit the hardest, and as a part of it, the events industry as well. During 2020, we saw the cancellation of big sporting events, festivals, art exhibitions, concerts, tours, and conferences in an effort to slow the spread of the virus. The restrictions imposed due to the pandemic have also impacted smaller and private events, such as weddings and all other kinds of celebrations.

The \$1000 billion event management or event planning industry, with 85.9 million jobs at stake was hit hard. EEMA examined the impact of COVID-19 on event and entertainment industry and conducted a survey in 2020 (ETBrandEquity, 2020), show in dept loss businesses, employers and employees, revenue plummeting, etc. Some of the major findings from 170 companies surveyed:

- 90% of the business being cancelled of around 52.91% of companies surveyed between March-July 2020
- Around 7 companies predict 50%-80% reduction of their current workforce and 35 predicts between 25%-50%

- 63.1% companies i.e., around 107 companies suffered from a revenue loss of up to 10 million each
- Around 97 companies will need to raise capital or debt from institutions or shareholders, VC funding etc., to survive.
- The ideal working capital/ loan expected to keep afloat for the next 6 months is around 2-5 credit rating for 39 companies and 1-2 credit rating for 118 companies.

These numbers are showing the scale of suffering this industry and all the sectors in it are going through, due to major economic disruption caused by the virus.

Covid-19 crisis has decimated certain industrial sectors that rely on persons' mobility, leaving others largely unaffected that rely on the mobility of information—more than any previous economic downfalls. The economics of cities are centered in various industries: tourism and entertainment. As a result, the economic landscape of the Covid-19 recession is shaped by the outbreak's influence on a city's principal industry. Aggregation economies are formed when cities and urban centers concentrate on a few industries. When businesses that produce similar commodities are placed near one another, there is a financial gain. Whenever the core business is doing well, it spills over into supporting companies, affecting the entire economic development; restaurants and retail shops fare better whenever the main business is doing well and suffer when it is not. Covid-19 had a major impact on several areas, such as tourism and leisure (Tremblay et al., 2021).

Event organizers have been generally excluded from the government's different support packages, which is especially acute in England for example. However, events of all kinds are at the heart of a £70 billion industry that employs 700,000 people across the UK and accounts for more than half of all tourism spending. This is a significant contribution to the economy of the United Kingdom. The majority of event planners are small firms or lone traders

The majority of events take place between May and September each year, and the money earned during this time supports the costs throughout the winter. Because there were essentially no events in 2020, many event organizers' last big paycheck was in September of this year. This is indeed true for Ourea Events, with their most recent major events occurring at this time. Ourea Events, like other event planners, states that their whole economy of freelancing and a supply chain is based on local companies who help make each event a success. They were able to organize the final edition of Marmot Dark Mountains™ in January 2020, but it only accounted for 1.5 percent

of annual revenue, implying that their turnover in 2020 was 98.5 percent lower. Since the Marmot Dark Mountains™ event in January, they have not been able to organize any additional events and are therefore effectively closed (Hecht, 2021).

A long period of time is required for planning well-organized events, and the logistically challenging events organization relies on a 12-month production plan (Waida, 2019). They are not like a store or restaurant that can open and close fast, furloughing employees to save money while they're closed. An open mountain running event cannot readily be moved from the summer to November. Obviously, this isn't possible! So, if this crucial May-September period in 2021 is missed, many event organizers will be out of business for two and a half years (Lahcen, et al.2020). Because the nature of events is to set up operations on a temporary basis, in a temporary location, present schemes relating to ratable value premises and employee numbers are largely irrelevant to the event. While there is a UK government furlough system that pays a portion of their employees' salaries, many event companies organizing sophisticated and/or large events find that this is of minimal help due to the extensive lead timeframes. For example, if they had just furloughed their personnel for the entire year of 2020, they would not be able to consider holding their 2021 events at all. Every time the event is postponed or canceled, the event planning company generates a significant amount of customer service, administrative, and financial work, as well as the requirement to re-engage with event landowners and stakeholders to negotiate better event dates.

2.3 How COVID-19 Affects the future of Wine Tourism

Wine tourism requires tourists to travel to different locations globally, interact with people and engage in wine tasting and wine parties. The first significant impact noted by Santos et al. (2021) was that the pandemic scaled-down wine tourism and tourist could not visit their favorite wineries or vineyards. Therefore, revenue in this sector decreased, and industries that relied on it were also greatly affected. Some workers in the wine production industry lost employment as the industry cut costs to accommodate the new changes. Most industries that operate in the wine tourism sector had made plans before the pandemic struck, and most were forced to change their long-term plans to accommodate the changes brought by covid-19. For example, Škare, Soriano, and Porada-Rochoń (2021) notes that massive turndowns were experienced during the pandemic as the industries experienced logistical difficulties.

Second, COVID-19 has disrupted the traditional model of wine tourism and forced the industry to adopt digital technology for its survival. While the pandemic will come to an end and the industry may resume its traditional methods of operation, some of these new methods adopted will remain. For example, Škare, Soriano, and Porada-Rochoń (2021) acknowledge that the wine tourism industry was less digitized for the longest time than other industries, but COVID-19 opened a new business model for them. With COVID- 19, organizations adopted digital technologies in wine tourism, and these trends will continue because the trends have attracted a segment of customers. These technologies will continue to support the needs of these customers in wine tourism.

Third, COVID- 19 allowed the industry to introduce several wines as wine tourists focused more on wine tasting than visiting wineries and vineyards. Virtual wine tastings trigger the increase in the production of different wine varieties. In the future Santos, et al. (2021) notes that many industries in this sector are planning to make virtual wine tasting permanent. Also, the future of wine tourism is in e-commerce as most wine tourists adopted this model during the pandemic. For example, Santos et al. (2021) notes that companies in the wine tourism industry adopted direct consumer e-commerce sales to counter the decreased sales. Therefore, many business models in the wine tourism industry will continue to emerge as the industry evolves (Great wine Capitals, 2021).

Fourth, the pandemic introduced new business models in wine tourism and introduced a new opportunity for innovation. For example, some wine production areas embraced exciting events such as cooking and wine pairings. Therefore, the wine industry will seek to expand these new trends in the future and make them profitable by attracting tourists (Great wine Capitals, 2021).

The COVID-19 revolutionized the wine events and introduced new approaches to hosting these events. Face-to-face contact was disrupted, and online challenges became the most viable method for communicating with customers, such as social media (Great wine Capitals, 2021). The process also led to a revolution of wine tasting; instead of visiting wineries and vineyards, wine tasting is done at the comfort of people's homes. Also, face-to-face wine tasting was replaced by technologies such as zoom (Santos et al. 2021). With vineyards and wine clubs closed, wine tasting moved to virtual spaces through e-commerce, where wine samples are

delivered to people spread across the globe. The process also increased the number of wine tourists. Anyone can join wine tasting sessions as guests because they are no longer restricted by the current travel restrictions (Great wine Capitals, 2021).

Other creative approaches used include the introduction of flat-rate delivery fees when selling wines through e-commerce. Also, each wine tourism destination has made virtual publicity of their best tourist attraction sites to give their customers a new experience (Great wine Capitals, 2021). Virtual campaigns promote these regions and allow the organization to maintain social media presence, thus adapting to new and future trends (Great wine Capitals, 2021).

3. Methodical Approach

As the research was conducted, in many countries most of the events in the first half of 2021 were or cancelled or moved to an online/virtual format. Second half of 2021 seemed to be the time to plan event. Various big wine events around the world, scheduled for the period between June to December, were planned to be executed. Our focus was on the events in Europe, specifically in the countries close to Portugal.

Four steps were taken in order to ensure that the right approach is taken in planning and organizing *simplesmente... Vinho*:

1. To make a thorough research and benchmarking on how similar events around the world are dealing with Covid-19 situation, focusing on the ones that are planning to have their event take place around the same time of the year.
2. To research and develop tactics and strategies for 3 different scenarios:
 - Scenario I – Open air event in a duration of 3 days, 101 artisan wine producers, art exhibition, food court, seated concert in the garden
 - Scenario II – Online activities, small pop-up events thorough the month of July in various locations, tastings in establishments that would connect the wine related establishments such as wine bars, cellars, wine shops, restaurants, etc
 - Scenario III – Online activities, master classes and virtual tastings

3. Creating and conducting a survey amongst individuals from different spheres of wine and tourism industry
4. Implementing and organizing *simplesmente... Vinho 2021*

4. Results: The Risk Management Plan

4.1 Situation overview

As a guideline, I used a helpful event management checklist that includes everything, including risk assessments to interacting with participants. They can be utilized and adapted to other events to help restore the enchantment of live and in person gatherings (McNeely et al.2021).

a) Main objective and aim

The people we want to reach, we need to consider conducting surveys to see what your target audience wants and expects from a live event. The goal of the event. Set clear objectives for the event in terms of attendance, revenue, and brand visibility. Choosing a presentation format, decide what form of the event will best serve our goal.

b) Budget

Creating a detailed budget considering costs like location, accommodation, personnel, transportation, outside contractors, etc. Considering the restricted number of tickets sold, which is the main source of revenue for the event, this year the organizers aimed to just to cover the all the costs of the event and not make any profit. Details of the budget could not be shared in this paper due to confidentiality norms established with the contractors.

c) Venue

One of the main focuses of finding the venue for the event was open air environment with plenty of space, great accessibility and offers great conditions for hot summer weather. Garden of the former Quinta da Póvoa that belongs to FCUP had all of the necessary requirements to be the place to hold the event. Wide space with all the necessary amenities, but still with a lot of vegetations and trees to keep everyone cool during high temperatures and to offer shelter in case of raining. Great accessibility that gives the option of having entrance on one side and exit on the other. Plenty of parking space that was at everyone's disposal. Additional buildings on the site that were used as office space, kitchen, dining area, staff rooms, storage space, covid center, etc. On top of all the necessities this place fulfilled, it was also aesthetically pleasing, offering guests to enjoy one of the most beautiful gardens of Porto.

d) Team

Staff was consisted of around 20 people, including the organizers and myself. Responsibilities were assigned for ex-ante; ongoing; ex-post activities., like ticketing, temperature checks, guest interactions, providing water and ice for producers, maintaining the cleanliness of the area, etc. Many of the employees were familiar with the event because they had the experience of working for it in the years before. All the tasks were assigned prior to each day and were discussed during a briefing each morning. To ensure smooth and fast communication, people were provided walkie talkies as well.

e) Risk assessment

Detecting dangers; being aware of potential hazards, such as electrical fires, as well as any parts of the events that may offer a Covid-19 risk of transmissions, such as lines, site bottlenecks, and restrooms. Compile your findings into a risk analysis for event management purposes—risk reduction. Determine how to minimize the risk to keep your event as secure as feasible once you've identified them. For instance, you could draw lines on the ground to preserve social distance and use a one-in, one-out approach for washrooms. Your objectives should be shared. To make your employees and guests sufficiently briefed and comfortable, communicate all of your safety and health preparations with everyone.

f) Payments and ticketing

This year establishing a page for the event; fully customize web event page, including robust monitoring to seamless marketing. This web page was used for payment, which is something different from previous years. Reducing contact between people as much as possible was one of the priorities and this is why QR codes were the best approach. Upon arrival guests would present their QR code, which served as their entrance ticket. This process was done contactless. Producers would then receive a bracelet for the event, which would be valid for the entire duration. Between 11am and 2pm was reserved only for professionals with whom we had the same approach, except their tickets were valid for one day only. The rationale behind this decision was to reduce clutters and big queues. For general public, there were some differences. Bracelets were also valid for only one day, but it was necessary to have an option to pay in person. This was done because it was necessary to consider what regular attendees are used from previous years. A lot of attention was focused on advertising the event and informing the public about the new online payment system, which did pay off. In person sales represented only about 30% of total tickets sold. Tickets were sold at the price of 20 euros for all attendees.

g) Marketing

Developing assets for marketing of the event was a process quite easy for this team considering their primary work is graphic design. After the material was created, the content was shared across their social media platforms and official website of the event. Throughout the years they built quite a following, numbers reaching almost 14 thousand followers on Facebook alone. Further activating and Facebook and Instagram accounts couple of weeks before was crucial. This was the main channel of distributing information about the event. Facebook adds were also used to reach more people. Promotional material and posters were created to reflect various things such as the venue of Faculty of Architecture, conditions of Covid-19 in which the event was happening, bands that will be present, restaurants, etc. (Image 6 - Anne 9).

h) Attendee communication

Providing easy access to critical information, plan of the garden, safety, and health protocols, and return policies were one of priorities. Throughout the entire area, sound system was spread out, through which attendees received important information and schedule updates. Upon entrance, attendees were handed out a catalogue which provided them with all the information about the event and also Covid-19 prevention measures and risk reduction guidance sheet (Annex 4). This sheet was consisted of couple main point such as: maintaining distance, temperature checks, wearing masks at all times, circulation of the crowd and following the routes and amount of people allowed to stand around one barrel. It was important to make sure visuals of these rules are spread out around the venue as well (Annex 5). Considering that pamphlets were only on Portuguese, the visual signs were also translated in English for international visitors.

Visitors were also handed a map (**Error! Reference source not found.**), which was a visual of the venue from bird perspective with the important indications on it. It had a legend that indicated the direction or circulation in which people should move, posts where producers were exhibiting their wines, producer's numbers, trash disposal areas, sanitizing gel stations, coat check and an area of isolation in case someone shows symptoms for Covid-19. At the entrance, each employee had the task of sharing certain information with attendees and to guide them to read the material handed to them and to pay attention to the signs indicated around them.

i) Safety and health check on the day

Initially there were certain requirements for entry that in the end were not implemented. Asking participants to show confirmation of a negative result or vaccinations upon arrival to keep others safe and secure was an option, but the event's attendance would have suffered. PPE or Personal Protective Equipment was available for attendees. It was also insured that all employees and supporters were provided with suitable personal protection equipment to use on the day of the event: face masks, gloves, sanitizing gel, etc. Sanitizing stations were available across the venue, particularly at essential touch areas such as entrances, exits, restrooms, and ticketing desks. Cleaning schedule was implemented, because regular sanitizing put in place will likely reduce the likelihood of Covid-19 spread (Wilbanks et al.2021, p 32-37). To ensure that everyone on our team

understands who is in charge of cleaning particular area, schedule was available to everyone in charge of cleaning and at any time.

As an extra step to ensure everyone's safety, visitors were also handed a map (**Error! Reference source not found.**) upon their entrance, which was a visual of the venue from bird perspective with all of the important indications on it. It had a legend that indicates the direction or circulation in which people should move, posts where producers were exhibiting their wines, producer's numbers, trash disposal areas, sanitizing gel stations, coat check and area of isolation in case someone shows symptoms for Covid-19. At the entrance, each employee had a task to share certain information with attendees and to guide them to read the material handed to them and to pay attention to the signs indicated around them.

Something that wine tasting event can't go without are wine tasting spit buckets. Upon doing some research, the decision was made not to have traditional wine tasting spit buckets because they would definitely increase the chance of people being infected by Covid-19. This is why we decided to improvise and create big bins that would be used for this. These bins were scattered around the venue. On average, one bin was available for 4 producers. Only one person at the time was allowed to come to the bin to spit their wine out. This proved to be an effective way to approach this obstacle.

4.2 Company overview

This year, *simplesmente...Vinho* has a great opportunity to set itself for a path of even bigger growth in the upcoming years. The event did expand in the past couple of years, but still managed to keep a small organizational structure behind the scenes. This makes communication amongst people flow much easier, faster, and more efficient. Ideas, plans, and changes get to have this level of flexibility, which compared to events of similar profile or bigger in size, is a great advantage to have. For instance, the possibility of holding the event this year was not fully known until beginning of May. The planning of *simplesmente...Vinho* started just 2 months before the scheduled date for the event. This kind of action would not be possible if the structure of the team was bigger or different. This was also possible because of the effective and strong focus on networking within the industry. The producers and partners are eager to get their products out there and to interact with potential consumers, but there is another factor to it. Focus on meaningful

connections within the industry created a strong relationship amongst businesses. This year, focus on not just local producers, but participants and consumers as well, will continue to strengthen the position of the event as one of those with great importance for the community.

4.3 Market Overview

During the research and benchmarking, it was important to draw a parallel with events that are similar type or have a concept that is close to *simplesmente...Vinho*. Some of the characteristics that were taken in consideration were:

- Type of the event
- Size of the event
- Relation to wine industry
- Month of the year the event was taking place
- Country and current measures in it

First event that has certain similarities to *simplesmente...Vinho* is *Fete le Vin*. In this event partners restaurants and wine merchants throughout the Bordeaux metropolis, which also becomes an opportunity for vignerons, wine enthusiasts and merchants to gather. The main goal is to discover and get a flavor of local products and wines. The event will be held in June, just the way it used to happen before the pandemic. Based on WHO's statistics and Our World in Data, Portugal has been doing much better than France in regard to controlling the pandemic (Figure 1), which can be seen in the graph bellow (Our World in Data, 2021) .

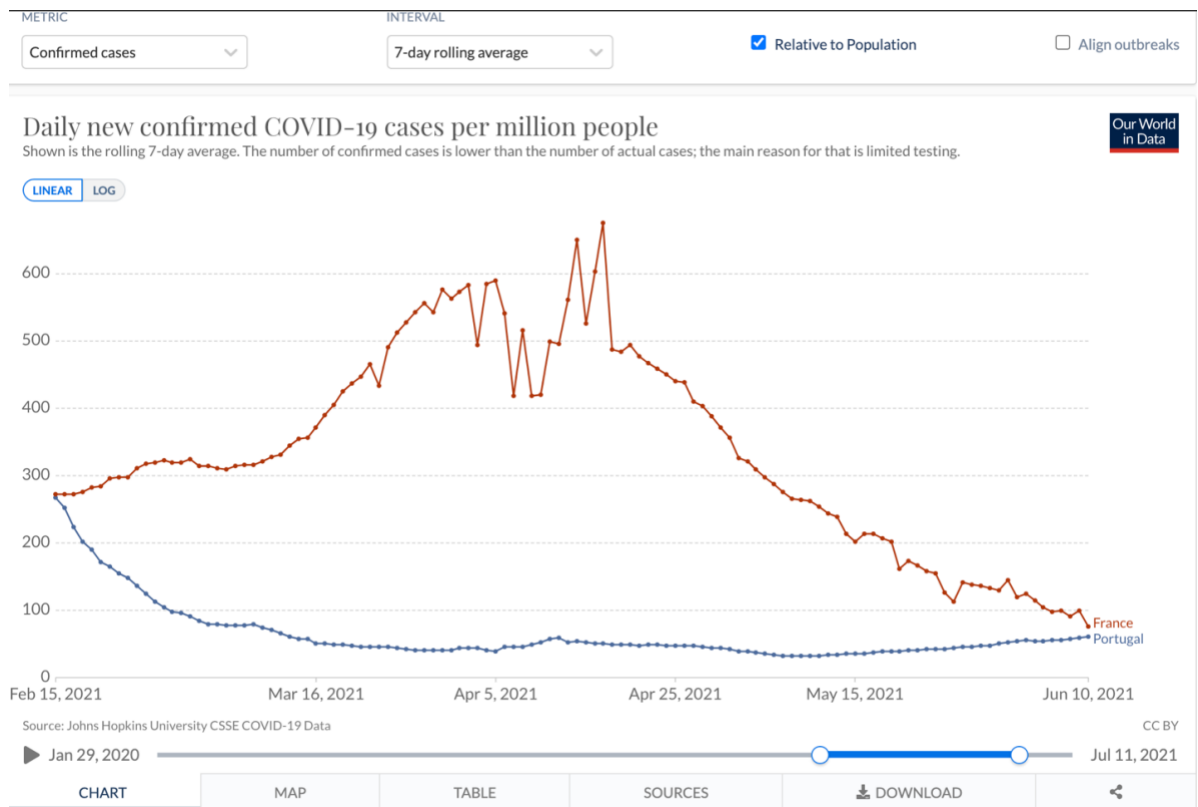


Figure 1 Comparison in daily new confirmed COVID-19 cases per million people between Portugal and France

This parallel was a good indication to make us believe that holding the event will be possible. *Fete le Vin* is visited by hundreds of thousands of people, which comparing to our event is way more demanding and harder to manage in terms of reducing the risk of spreading the virus.

Second event we decided to look into was Vinitaly. This event is also an event that attracts thousands of visitors in a 3-day period of time. Again, this event’s planning scale is much bigger and depends on many different aspects: individual wineries, stakeholders, the board of the Italian Federation of independent winemakers, etc. After a very uncertain future of the event in the beginning of the year, members were sent out an email with the request to confirm the participation by March 1st (Bortone D. 2021). Also, a survey was conducted amongst potential attendees to get an idea of the current perception towards an event of this kind. Due to unknown future with the pandemic not so many wineries were interested. Italy was one of the hardest hit countries with the virus, so the level of fear and awareness was higher than everywhere else. In March, this country was still facing with around 20.000 cases daily. The deadline for joining the exhibition has been extended: until April 12, almost a month and a half longer than the previous ultimatum, which set

the deadline for March 1. After this, it was confirmed that the event will take place in Verona from 20th until 23rd of June. According to WineMag.it, a program for the safe management of spaces is being developed: entrances will be monitored limited to a maximum of 45 thousand people per day (Bortone 2021). Practical measures for distancing will also be enforced. One person per every 4 square meters will be permitted. This event has many disadvantages comparing to *simplesmente...Vinho*. Closed space, much bigger attendance, more international presence, dependance on stakeholders, dependance on the board of the Italian Federation of independent winemakers and overall experience country has faced with the virus. As these factors were going against the odds for the events mentioned above and were the one of their biggest issues to deal with, they were not applicable to *simplesmente...Vinho*.

In today's environment, one of the main questions in the event planning industry is how potential attendees feel about the events. What are the new ways of dealing with Covid-19 in the events industry? What measures event planner can take that will make people feel more comfortable to attend in person gatherings? What are current traveling trends?

During the month of June 2020, we surveyed nearly 130 individuals via Google Forms. Various age groups participated out of which the majority was between 25 to 35 years of age (71,1%). After that group of age, the next group with highest percentage was 18 to 24 years of age (15,6%). Age groups over 36 years of age are accounted for the remaining percentages. Gender wise, men represent 72,2% of those surveyed, women 26.6% and others 1.2%. Surveyed sample comes from wine and tourism industry: winemakers, wine vendors, suppliers, sommeliers, tourism agents, oenology students, etc.. The idea was to get their perspectives from an attendee point-of-view on attending events such as *simplesmente...Vinho*.

Key Findings:

This survey, just like Northstar Meetings Group's latest PULSE Survey, indicates that the circumstances for the new business activity in events planning industry are very optimistic. The

research, conducted from Feb. 18 to March 2, found that 81 percent of meeting planners will hold their next in-person event sometime this year (Edelstein, L. G. 2021). Survey conducted for the purpose of *simplesmente...Vinho* is matching their expectations, because attendees are ready for in-person meetings as well.

Upcoming *simplesmente...Vinho* will definitely come with some challenges. Not being able to implement the standardized approach the team established in the past years, it will test the ability of the event to implement drastic changes and adapt the event to the situation given. Just like no one else, the team behind it does not have a tangible experience to use for the planning process. The only sources of information will be other events, World Health Organization, and local authorities in charge of reducing the risks of spreading the virus. Another weakness is that the event will not be able to host the number of people they used to. This means less funds to put towards the event, but it can also cause frustration in some of the regular visitors of the event. The capacity is significantly reduced, compared to the past versions of the event. Going from around 1000 guests per day to around 300 will leave many regular visitors without tickets and maybe disappointed. People's perception in terms of in person gatherings definitely improved in contrast to last year around the month of July. This year, the situation is definitely improved, but this perception still lingers amongst general public.

In all of this weakness, many opportunities can be found as well. Discovering new and innovative approaches to the event is the easiest one to notice. For the first time, the event will be held in an open space, in the garden of Faculty of Architecture of University of Porto. This will create a whole new, fresh feel of the event. If shown to be successful, a whole new summer fair, in addition to the regular *simplesmente...Vinho* in February, would be a great addition to the brand. Considering the smaller scale of the event, this is a great way to further develop the existing relationships with all the participants. Also, these could be ideal conditions to embrace new people and make them become regular visitors of the event. The focus on attendees and ensuring they have a quality experience will be an easier task to attain.

Considering that the event this year will be held in the open space, one of the biggest threats is the weather. Picking the time of the year, such as July, when the chance for rainfall is one of the lowest throughout the year, was one of the steps we would take to prevent this kind of disturbance.

As of now, the situation with the virus is favorable. Future predictions are also going in the favor of better circumstances for the event. Despite of that, we always need to have in mind that another outbreak could always potentially occur. As a result of that, we could have new stricter measures implemented, which could lead to a complete cancellation of the event.

Strengths • Small organizational structure • Strong relationship with producers and partners • Focused networking within the industry • Financially independent (no landowners, stakeholders, etc) • Good venue	Weaknesses • Lack of group experience in planning an event in conditions caused by the pandemic • Not using standardized approach to planning the event • Limited time to prepare the event • Not enough space to accommodate the number of people like in the past •
Opportunities • Creating a more personal feeling for all the participants of the event • Discovering new and innovative approaches to the event • Strengthen the position of an “off-fair” event with specific niche • Building more partnerships such as the one with FCUP	Threats • Covid-19 • Bad weather • New outbreaks of the virus • New stricter measures

As most of the World is doing better in dealing with Covid-19, not only due to effective measures that have been implemented, but more importantly high volumes of vaccines being distributed, people are showing signs of comfort and readiness to attend live events. As our survey indicates in **Error! Reference source not found.**, 92% of the people are likely to attend an event in 2021.

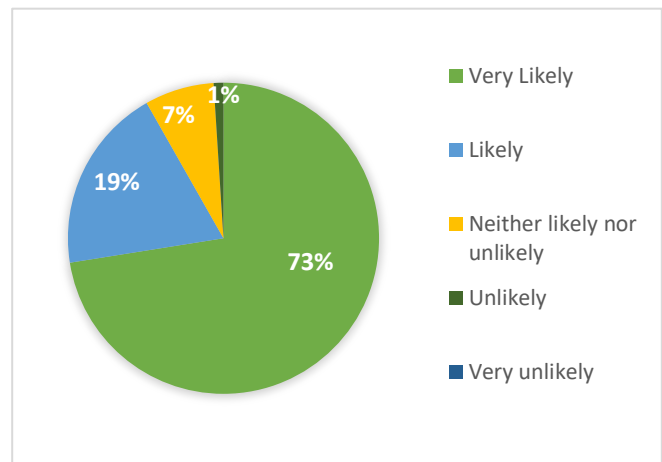


Figure 2: How likely are you to attend an indoor or outdoor event in the second half of 2021?

The Northstar Meetings Group's latest PULSE Survey indicated that those in the U.K. and across Europe expressed more caution on resuming live events, we believe the case with Portugal is at this point a little bit different. Portugal is one the countries that is doing better when it comes to new daily cases of Covid-19, in the time of writing this paper with an average of 400 people testing positive. At this point 35% of the population received at least 1 dose of the vaccine. During the last week reported, Portugal averaged about 82,059 doses administered each day. At that rate, it will take a further 26 days to administer enough doses for another 10% of the population. These indications are one of the main contributors to a more favorable position of Portugal compared to the rest of Europe (Bhatia, G., Dutta, P. K., & McClure, J 2021).

From the economics stand of point, the size of the event plays a big role. Ensuring the feasibility from that aspect, how comfortable people are in attending events of various sizes at this point? Considering the amount of people *simplesmente...Vinho* attracted in the past, reaching around 3000 visitors in a span of 2 days, we knew that we would need to reduce the number of tickets for sale. Despite of that, the response we got from the surveyed sample shown in **Error! Reference source not found.** was very encouraging. As high as 35% of the people would be comfortable at attending an event of any size, while 29% of people surveyed would feel comfortable at an event with up to 200 participants. This gave as an indication on how to frame our event in regard to the

sales of tickets and finding the golden middle putting around 300 tickets to sell daily (own elaboration).

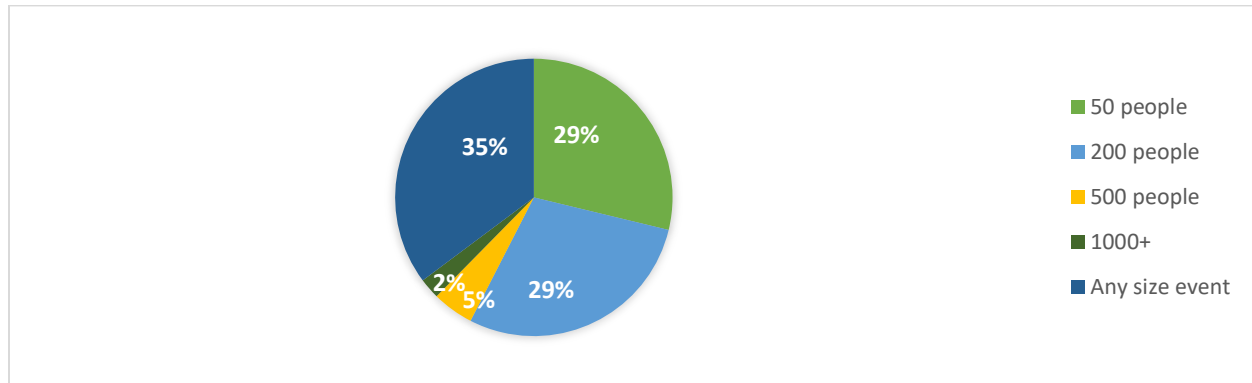


Figure 3: Select events of various sizes (considering all regulations to be followed no matter the size) you will feel comfortable attending in the second half of 2021?

In the past versions of the event, it would last for 2 days. One of our questions was focused on how much time people felt comfortable spending at an event. Results in Figure 7 show figures where it was not specified if the event would be done in its full capacity, or with reduced number of participants and producers. It was also not specified if the event would take place indoors or outside.

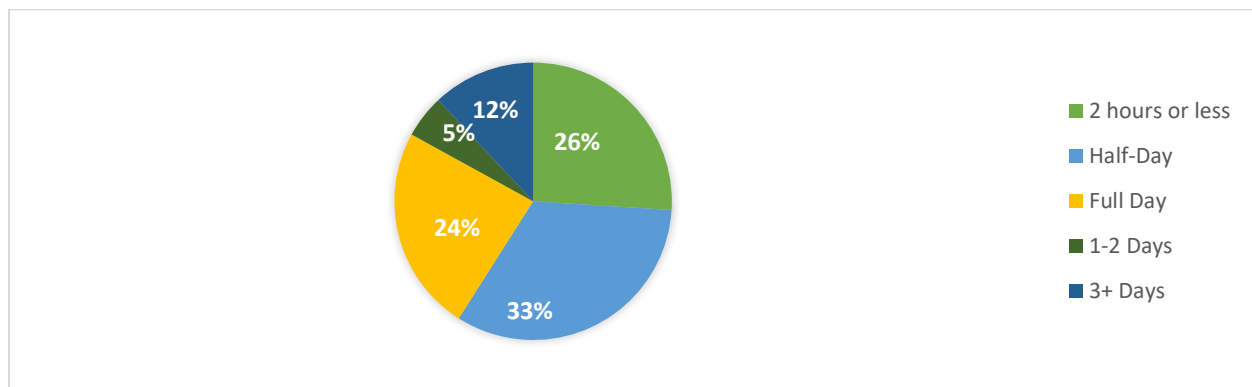


Figure 4: How much time are you comfortable spending at an event right now?

Currently, the Situation of Calamity is in effect until May 30. The lifting of lockdown restrictions was taking place in 4 phases, which was reviewed every 15 days according to the epidemiological evolution. After positive outcome of the restrictions and implemented phases, Portugal is currently in the last phase of lifting lockdown restrictions, which means that soon the country might be fully open and operating fully with no obstructions caused by the virus. This makes it feel like a safe place, due to that surveyed people answered very positively on how comfortable they are when it

comes to attending an event where states, countries or provinces are allowing that kind of gatherings. Only 7% of the people indicated in the Figure 8 they would be uncomfortable attending an event.

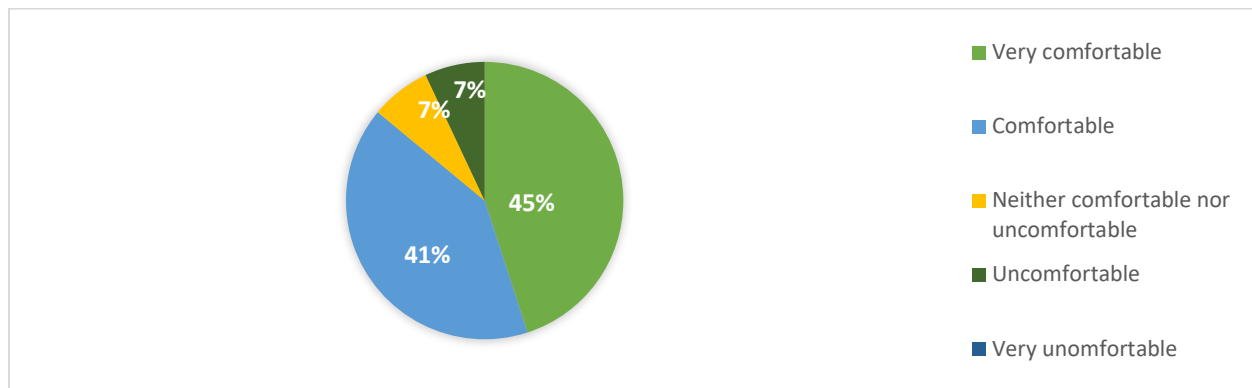


Figure 5: How comfortable are you attending an event where states/countries/provinces are allowing that kind of gatherings?

By many predictions, it is expected that many would turn into a hybrid mode, people seem to be way more interested in participating in this kind of event in person. With corporate meetings it is different. Most of the material can be covered online using different platforms that emerged during the pandemic. With events such as *simplesmente...Vinho*, the experience is what makes it. Interacting with wine producers, while tasting their wine, sharing opinions with other wine enthusiast and professionals, while enjoying the local food, music and art is not something that can be done virtually. That is why 90.5% of the people indicated that they would prefer to attend this event in person.

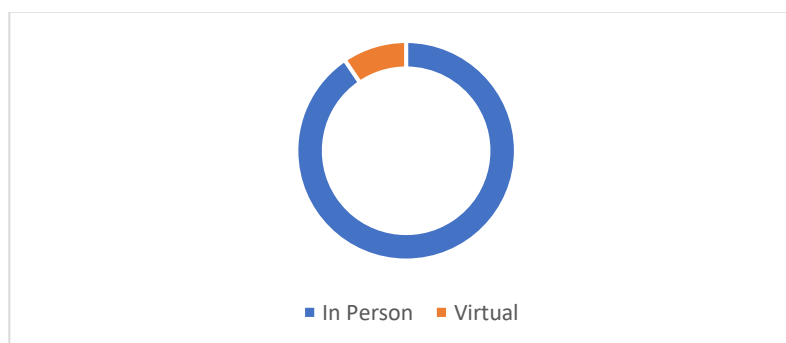


Figure 6: In states/countries/provinces opened according to government's guidelines, would you rather attend an in-person event or have a virtual experience

4.4 Strategy of the plan

In the early stages of planning, it was decided by the entire team to create 3 different scenarios to ensure the readiness to adapt to the unforeseen future that was ahead of us. First scenario, which was considered to be the one taken in the most optimal circumstances, is the open-air event. The duration of the event will be in total of 3 days, 101 artisan wine producers, art exhibition, food court, seated concert in the garden. It was decided that the conditions were good enough and they allowed this scenario to be the direction to take.

Modifications needed to be made. Considering the capacity of the space at the Faculty of Architecture, where the event will be held, the number of wine producers was reduced to 67. This decision is made to ensure the safety of the guests and suggestions from the local authorities, The area, where wine producers will exhibit their wines, is around 5,500m², as shown in Image 3. As one of the rules given by the authorities and despite of the open space, we had to ensure around 20 m² for each attendee. This brought our ticket sales limit to be at around 300 people per day. The space does have 3 buildings out of which one was used to store the wines, one as a kitchen for partner restaurants and one as a center for covid measures and sanitization.

4.5 Risk Management Plan

The Risk Management Plan is important but has become a compulsion during recent times. This is because the Covid-19 pandemic has affected our lives and the way we act or perform certain things. The mounting risk factor in the events during coronavirus requires due care and diligence for carrying out a safe and sound event.

Any risk associated with an event can be identified with the help of a Risk Management plan so that reasonable strategies could be elaborated in order to eliminate or at least reduce that risk. There are certain people who manage the whole event and have a duty of care towards managing the staff, arranging volunteers, and catering to the participants of the event. These people are called event managers. If the program or event is not properly managed and there exist potential hazards due to not properly taking the safety measures, the event managers are personally liable for the injuries caused to the people taking part in that program. The Risk Management Plan is very

important to make before organizing an event regardless of the size or type of that event. For this purpose, the event organizer must submit an assessment concerning the risks attached along with the application of the event. This risk assessment makes sure that all participants or even outsiders who are directly or indirectly involved in the event are managed safely and there are ample tools to implement the controls and manage the risks so involved. In addition, the emergency plan must also be submitted so that it helps in evacuating the venue in case of emergency.

4.6 Tactics

Overview of the Program

The Risk Management Program to be discussed in this paper is regarding a Wine event. The program consists of over 300 participants per day and is taking place in the outdoor space of a garden.

The Risk Management Plan needs to be Covid safe or in accordance with the safety instructions of Covid-19. Such plans are very comprehensive because they aim to save people from the risk of viruses that could be spread within the venue of the event (Centers for Disease and Prevention, 2021). The transmission of Covid-19 between the participants and the staff or attendees is reduced by setting out a High-risk activity plan. There are different templates and structures of the Risk plan assessment which depends upon the particular program being carried out. For example, the type of activity, number of participants, venue of the event (indoor/outdoor) and timings of the event, etc. It is ideal for the event manager to get familiarized with the Emergency plan and safety instructions because failure to take necessary steps might result in the cancellation of the event.

Expected Risk Concerns for the Event

- i. Frequency of interaction between the participants during the event in the outdoor space. The risk will be doubled if the interaction between the participants is high.

- ii. The closeness of the interaction between the participants. The distant interactions are at lower risk to be affected with the Covid-19 than the closer ones. The expected distance between each participant must be at least 6 feet or 2 meters, which can be easily maintained in an outdoor event like the one being arranged.
- iii. The prolongation of the interaction between the participants of the event. If the contact between two people lasts for more than 10 minutes, is interacted from a distance of fewer than six feet, and is frequently made, it is called a prolonged contact. The event management has to make sure that such interaction is avoided at the maximum during the event.
- iv. To keep a follow-up, a list of all the participants must be obtained for at least 20 to 25 days so that in case if any of the participants are exposed to the virus. This ensures public health and safety because appropriate actions can be taken in case the patients are tested positive.

Potential for Risk Mitigation and Assessment

The first safety process is to determine the risk for which it is required that the event manager completes a risk assessment so that he/she gets to know all the hazardous factors related to his event. The assessment needs to be updated regularly on the basis of new guidelines or information the event approaches. This ensures the betterment and safety of the staff and participants and also recognizes any threat that might increase transmission risk at the event. Also, considering the current covid-19 situation, all the decisions of the event manager must be risk-based, for example, the decision of hosting, modifying, postponing, or even canceling the event ³. This step is the most important because transmission risk can only be managed and not completely eliminated that is why it is recommended to have sound and informed decisions for the event.

4.7 Implementation of the plan

After assessing the expected risk regarding the event that is being organized, it is the point to take the identified safety measures and implement them so that the event goes smoothly and safely. After the assessment, the risk should also be identified as either medium, high, or low so that steps should be taken accordingly as to postpone, cancel or modify the event. The local laws and rules must also be determined so that it is made sure that the identified risk factors demand the

cancellation of the event under those regulations. The laws and rules are applicable for all types of events and steps should be followed to capture the relevant safety risks for the event being organized.

Safety Measures before the Event

- i. Before using any disinfectant, all surfaces must be clean like the tables, handles, toilets, and all the items that are distributed among the participants and the staff. All these disinfections must be done in accordance with the disinfectant guidelines mentioned in the World Health Organization (WHO, 2020).
- ii. Materials should be provided to all the participants regarding the details of Covid-19 symptoms so that they are aware of the circumstances and following this, could make a rational decision of attending the event or not.
- iii. Refund policies should be flexible and must be communicated to all the participants.
- iv. The nearest hospital must also be identified and be incorporated in the safety instructions guidelines so that all emergencies are catered at the eleventh hour.
- v. The messages given regarding Covid-19 must be all addressed in a way to ensure that there are no barriers of culture, disability, or language.
- vi. In case of extreme sickness, there should be virtual participation of the members.

Safety Measures during the Event

- i. All the participants of the event should be given access to proper handwashing or personal sanitizers that contain alcohol. The practice of washing or sanitizing hands must be frequent during the event and also when the participants leave the venue. Moreover, they should use it before and after using toilets or eating at the event.
- ii. The proper way to sanitize and wash the hands that are mentioned in the WHO guidance must also be communicated to the participants (WHO, 2009)
- iii. If any participant has Covid-19 symptoms, it should be screened. The patient who is screened to have the symptoms of Covid-19 before the event starts must be asked to leave the event and seek medical assistance.

- iv. The food at the event must be individually served and should be pre-packaged. The local guidelines must be followed regarding the Food Distribution at the event

Safety measures in case of suspicions case

The definition presented below is based on the information available, at the time, in the European Center for Disease Prevention and Control, and should be adopted by the company:

- i. Patient with acute respiratory infection (fever or cough or difficulty breathing), requiring or not hospitalization, and:
 - a) History of travel or residence in areas with active community transmission, within 14 days of onset of the symptoms or
 - b) Contact with a confirmed or probable case of SARS-CoV-2 or Covid-19, within 14 days prior to onset of symptoms or
 - c) Health professional or person who has been in a health institution where patients are treated with Covid-19

Safety Measures in case of validated suspected case

- i. Once in the isolation area, the suspected case must contact the SNS Line (808 24 24 24) or other telephone lines created specifically for the purpose and proceed according to the indications provided.
- ii. Access by other employees or visitors to the isolation area is banned (except for the person responsible).
- iii. The suspected case should remain in the isolation area (with a surgical mask, as long as their clinical condition allows), until the arrival of INEM, activated by the DGS, which ensures the transport to the referral hospital, where biological samples will be collected to perform laboratory tests at INSA

4.8 Control

Attendees, funders, presenters, and employees polled; determine how secure they experienced, what worked well, and what could have been changed for the future. Of around 50 responses we got from the producers, 90% of the responses were that they felt very safe and comfortable at the event. The number of participants that selected just safe mostly had slight issues because of the weather we had the first day at the event, and during that time it was a bit harder to have guests follow the direction of the movement and behave as instructed. The system we used for ticketing, obtained all the information of the producers and guests, including their e-mail addresses, names, phone numbers, etc. They were all instructed that in case of testing positive to Covid-19 to reach out to the organizers, so they can send out a message to everyone who was present to keep an eye on their symptoms and try to isolate themselves for couple of days. This way we were able to have some control to a certain degree of controlling a possible outbreak. In cases where any member seems to be diagnosed with Covid-19 after the event has been successfully carried out, the event manager owes the responsibility to communicate with the owner of the outdoor venue so that the event place is clean and disinfected again.

Conclusion

The impact of the Covid-19 pandemic on the tourism industry is manifested through the health risks perceived by tourists. All the measures that have been put into action to fight the spread of Covid-19, are based around reducing social contact and traveling, which causes tourism's decline. This greatly affects people's assessment of leisure and travel activities (such as nature-based tourism activities) and personal leisure services (such as spas and catering) (Sigala. 2020). Wine industry falls into this category and is directly affected by these measures and perceptions.

In comparison to the first half of 2020, the second half was marked with optimistic fight and release of the COVID-19 vaccine. In this moment The World Tourism Organization managed to increase passenger confidence which led to a significant lift in passengers traveling volume since the update in December 2020 (Roman 2020). Despite of that, Portugal was one of the countries that was hit the hardest in the beginning of 2021, bringing tourism and wine industry into another complete halt.

Starting to plan an event in early 2021 was like a shot in the dark. Despite huge desire to start thinking about going back to in person events, it was close to impossible. With determination and desire for *simplesmente...Vinho* to persevere, coming up with three different plans for the event that would comply to various scenarios in what regards the virus, proved to be a successful method. After June 1, when the circumstances indicated more favorable conditions, it was decided to put modified scenario I into action. From initial survey research of potential participants, development of progressive and detailed risk management plan, to a new and adapted to Covid-19 *simplesmente...Vinho*, the event experienced another successful year. Despite of all challenges, and not so familiar approach to event planning protocols, the results are the witness of great and innovative ideas that were implemented in the event. Over 1300 visitors, for the duration of 3 days, 67 vigneronos, 97% guest satisfaction and 0 positive cases registered or reported after the event.

Virtual experiences, events, tastings, and hybrid models came out as a great alternative during the pandemic, but in person events simply cannot be replaced. Concluding this research, an active implementation of ideas and measures created, shows that in person events do not need to be replaced by any of the current trends. The experience is what people are looking for, and the experience is seeing and feeling distinctiveness of a winegrowing region. The experience is personal connection to the wine producers and their stories. The experience is pairing local food with a glass of wine. The experience is exploring and supporting rural communities and help build

their economies. This is why we need to develop new approaches for in person gatherings and not simply move away from them.

Providing future attendees, the confidence in health safety during the event will make or break the event. Measures taken by the organizers to protect the health and minimize the risk of those who participate in the event gained a lot of attention in the past year. This is why organizers must take proactive steps to showcase their readiness to do exactly that. Providing information through marketing efforts for the event, that will showcase steps taken to reduce the risk of contracting Covid-19, will be something that will catch the eye of future attendees. Supplying your guests with physical materials such as catalogues and pamphlets that go in depth in how to protect themselves and others will bring another those of comfort. Using items such as masks and gloves as creative tools to market your brand and literally provide a layer of protection for participants will be memorable. Having a team actively monitoring and enforcing the measures will be the best method to demonstrate your pertinacity.

ACKNOWLEDGEMENTS

The project and thesis are not the result of my efforts. I would like to take this opportunity to thank everyone who was on one way, or another involved in this process.

Firstly, I would like to thank WINTOUR committee for giving me the opportunity to gain this valuable knowledge and experiences.

A special thanks to my academic supervisor, Prof. José Luís Braga for his help, support, patience, and availability during my internship.

Meanwhile, I would also like to thank Gustavo Roseira for allowing me to a part of his great team. I would also like to thank every single person behind *simplesmente...Vinho* project.

I could not be more thankful for my family members and close friends, who've been a constant source of my inspiration and strength through these years.

Reference:

- Afonso, C., Silva, G. M., Gonçalves, H. M., & Duarte, M. (2018). The role of motivations and involvement in wine tourists' intention to return: SEM and fsQCA findings. *Journal of business research*, 89, 313-321.
- Bortone, D. (2021, February 23). Vinitaly Conferma Le Date 20-23 Giugno. Veronafiere: «Un Evento per La Ripartenza».
- Bhatia, G., Dutta, P. K., & McClure, J. (2021, July 16). Portugal: the latest coronavirus counts, charts and maps. Reuters. <https://graphics.reuters.com/world-coronavirus-tracker-and-maps/countries-and-territories/portugal/>.
- Abha Bhattarai, A., & Long, H. (2020, March 12). The first U.S. layoffs from the coronavirus are here. *The Washington Post*.
<https://www.washingtonpost.com/business/2020/03/11/layoffs-coronavirus/>.
- Centers for Disease Control and Prevention. (2021, May 20). Considerations for Events and Gatherings. Centers for Disease Control and Prevention.
<https://www.cdc.gov/coronavirus/2019-ncov/community/large-events/considerations-for-events-gatherings.html>.
- Chricsaden, K. (2020, October 13). Impact of COVID-19 on people's livelihoods, their health and our food systems. World Health Organization. <https://www.who.int/news/item/13-10-2020-impact-of-covid-19-on-people's-livelihoods-their-health-and-our-food-systems>.
- Cole, B. (2020, April 7). What is Risk Management and Why is it Important? SearchCompliance. <https://searchcompliance.techtarget.com/definition/risk-management>.
- David W Wilbanks, Yousif Abulhassan, & Richard S Kilpatrick. (2021). COVID-19. *Professional Safety*, 66(1), 32–37.
- Edelstein, L. G. (2021, July 8). Finally, Planners' Primary Focus is New Meetings; Many Will Be Hybrid. Northstar Meetings Group.
<https://www.northstarmetingsgroup.com/News/Industry/Coronavirus-and-Meetings-Survey-Results>.
- EEMA (2020, April 21). EEMA Examines the Impact of COVID-19 on Event and Entertainment Industry. <https://brandequity.economictimes.indiatimes.com/news/media/eema-examines-the-impact-of-covid-19-on-event-and-entertainment-industry/75268619>
- Ellyatt, H. (2021, April 26). Germans confront new Covid lockdown rules that could last until June. CNBC. <https://www.cnn.com/2021/04/26/german-coronavirus-new-lockdown-rules-could-last-until-june.html>.

ETBrandEquity.com. (2020, April 21). EEMA examines the impact of COVID-19 on event and entertainment industry - ET BrandEquity. ETBrandEquity.com.
<https://brandequity.economictimes.indiatimes.com/news/media/eema-examines-the-impact-of-covid-19-on-event-and-entertainment-industry/75268619>.

Givner, H. (2021, March 18). The Road Ahead: What's In Store for the Event Industry In 2021 & Beyond - Part Three Virtual Events. Event Leadership Institute.
<https://eventleadershipinstitute.com/the-road-ahead-whats-in-store-for-the-event-industry-in-2021-beyond-part-three-virtual-events/>.

global wine tourism system. Journal of Organizational Change Management.
Gössling, S., Scott, D., & Hall, C. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. Journal of Sustainable Tourism, 29(1), 1–20.
<https://doi.org/10.1080/09669582.2020.1758708>

Great wine Capitals. (2021, March 18). The Future of Wine Tourism after the Impact of Covid-19. Great Wine Capitals. <https://www.greatwinecapitals.com/wine-stories/the-future-of-wine-tourism-after-the-impact-of-covid-19/>

Higgins-Desbiolles, F. (2020). Socializing tourism for social and ecological justice after COVID-19. Tourism Geographies, 22(3), 610–623.
<https://doi.org/10.1080/14616688.2020.1757748>
<https://doi.org/10.1080/02642069.2020.1757073>

Hecht, T. (2021, February 10). Impact of Covid-19 on the events sector. Ourea Events.
<https://www.oureaevents.com/news/2021/2/2/impact-of-covid-19-on-the-events-sector>.

Jacobsen, R. American Terroir: Savoring the Flavors of Our Woods, Waters, and Fields; Bloomsbury Publishing:New York, NY, USA, 2010

Karagiannis, D., & Metaxas, T. (2020). Sustainable wine tourism development: Case Lahcen, B., Brusselaers, J., Vrancken, K., Dams, Y., Da Silva Paes, C., Eyckmans, J., & Rousseau, S. (2020). Green Recovery Policies for the COVID-19 Crisis: Modelling the Impact on the Economy and Greenhouse Gas Emissions. Environmental & Resource Economics, 76(4), 731–750. <https://doi.org/10.1007/s10640-020-00454-9>

Madray, Jaskaran Singh. (2020). THE IMPACT OF COVID-19 ON EVENT MANAGEMENT INDUSTRY. 5. 533-535. 10.33564/IJEAST.2020.v05i03.089.

McNeely, J. (2021). Nature and COVID-19: The pandemic, the environment, and the way ahead. Ambio, 50(4), 767–781. <https://doi.org/10.1007/s13280-020-01447-0>

- Nee Lee, Y. (2020, May 6). 5 charts show which travel sectors were worst hit by the coronavirus. CNBC. <https://www.cnbc.com/2020/05/06/coronavirus-pandemics-impact-on-travel-tourism-in-5-charts.html>.
- Oliveira, J. (2013, February 19). *Essência do Vinho 2013*. Flavors and Senses. <http://www.flavorsandsenses.com/misc/eventos/essencia-do-vinho-2013>.
- Opaz, R. (2013). Salon “Off” along the Rio Douro: Simplesmente...Vinho. Catavino. <https://catavino.net/simplesmente-vinho-portuguese-wine-tasting/>.
- Roman, M.; Niedziółka, A.; Krasnodębski, A. Respondents’ Involvement in Tourist Activities at the Time of the COVID-19 Pandemic. *Sustainability* 2020, 12, 9610.
- Roseira, G. (2021, June 19). *What is simplesmente... Vinho?* Simplesmente Vinho. <https://simplesmentevinho.com/en/>.
- Russel, M. (2020, May 5). COVID-19 Impact on Events Research: Top-line Results for Planners. PCMA. <https://www.pcma.org/covid-19-impact-events-industry-planners-survey-results/>
- Santos, V., Ramos, P., Sousa, B., & Valeri, M. (2021). Towards a framework for the global wine tourism system. *Journal of Organizational Change Management*.
- Sharafudeen, M., & Shevlin, L. (2021, April 8). COVAX reaches over 100 economies, 42 days after first international delivery. World Health Organization. <https://www.who.int/news/item/08-04-2021-covax-reaches-over-100-economies-42-days-after-first-international-delivery>.
- Sigala, M. Tourism and COVID-19: Impacts and Implications for Advancing and Resetting Industry and Research. *J. Bus. Res.* 2020, 117, 312–321
- Škare, M., Soriano, D. R., & Porada-Rochoń, M. (2021). Impact of COVID-19 on the studies from the Greek Region of Peloponnese. *Sustainability*, 12(12), 5223. travel and tourism industry. *Technological Forecasting and Social Change*, 163, 120469.
- Tucker, H. (2020, May 3). Coronavirus Bankruptcy Tracker: These Major Companies Are Failing Amid The Shutdown. Forbes. <https://www.forbes.com/sites/hanktucker/2020/05/03/coronavirus-bankruptcy-tracker-these-major-companies-are-failing-amid-the-shutdown/?sh=3b9e0f283425>.
- Turcotte-Tremblay, A., Gali Gali, I., & Ridde, V. (2021). The unintended consequences of COVID-19 mitigation measures matter: practical guidance for investigating them. *BMC Medical Research Methodology*, 21(1), 28–28. <https://doi.org/10.1186/s12874-020-01200-x>

Waida, M. (2020, March 19). Event Planning Timelines: How to Create a Custom Plan. Social Tables. <https://www.socialtables.com/blog/event-planning/planning-timeline/>.

Williams, C., & Kayaoglu, A. (2020). COVID-19 and undeclared work: impacts and policy responses in Europe. *The Service Industries Journal*, 40(13-14), 914–931

WHO (2009). Guidelines on Hand Hygiene in Health Care: a Summary
https://www.who.int/gpsc/5may/tools/who_guidelines-handhygiene_summary.pdf.

World Health Organization. (2020, May 16). Coronavirus disease (COVID-19): Cleaning and disinfecting surfaces in non-health care settings. World Health Organization.
<https://www.who.int/news-room/q-a-detail/coronavirus-disease-covid-19-cleaning-and-disinfecting-surfaces-in-non-health-care-settings>.

Appendices

Appendix 1: Survey

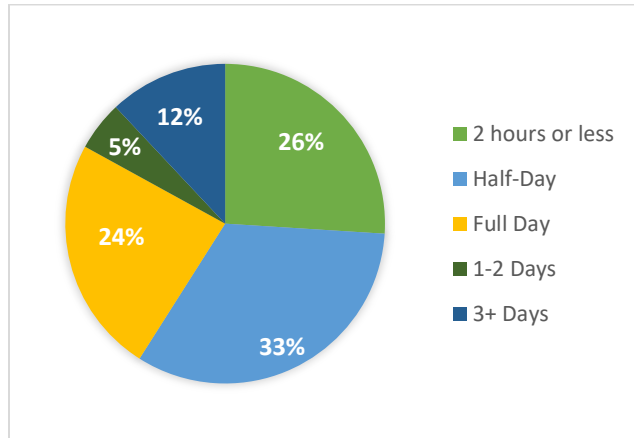


Figure 7: How much time are you comfortable spending at an event right now

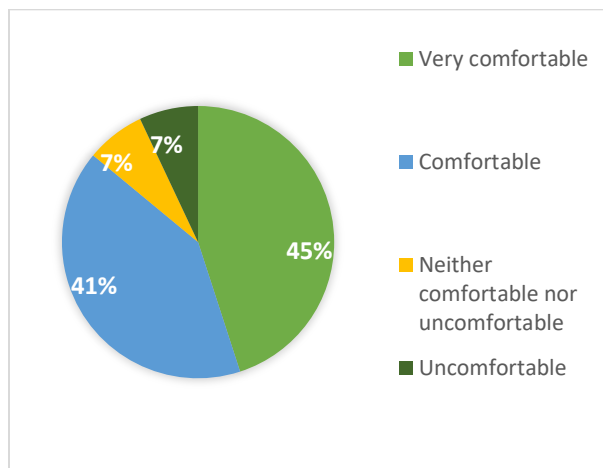


Figure 8: How comfortable are you attending an event where states/countries/provinces are allowing that kind of gatherings?

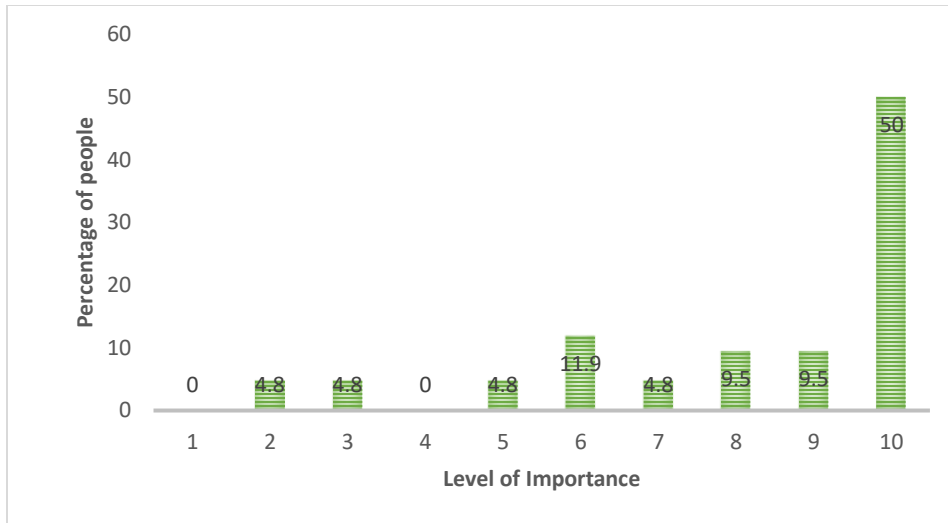


Figure 9: Rank the level of importance of having hand sanitizer available everywhere

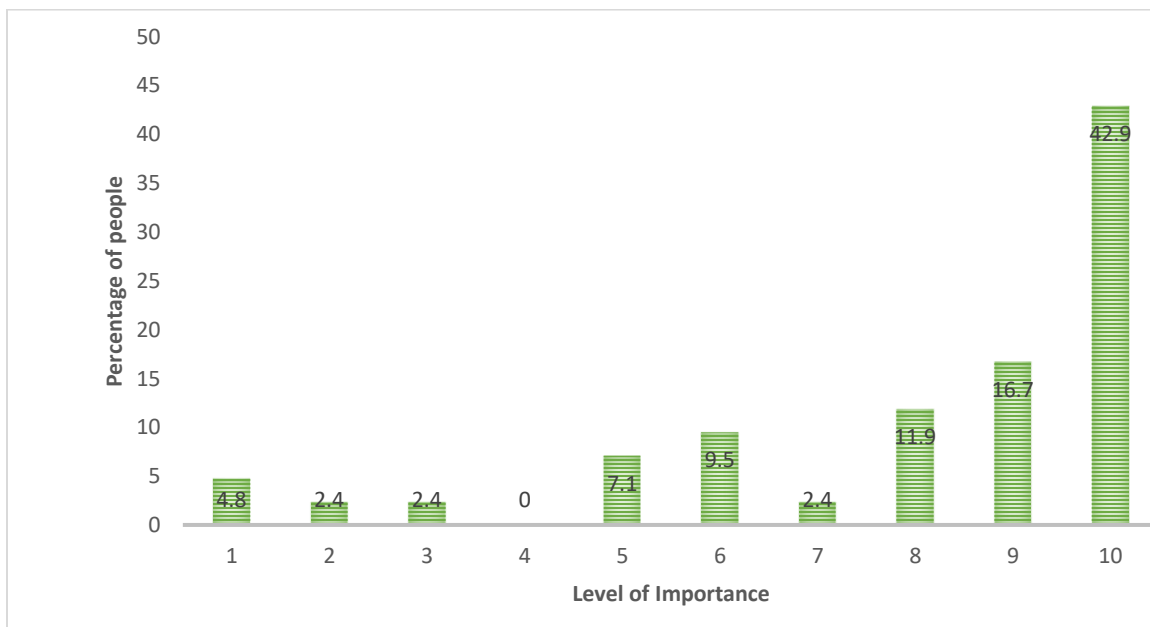


Figure 10: Rank the level of importance of all attendees wearing any type of mask

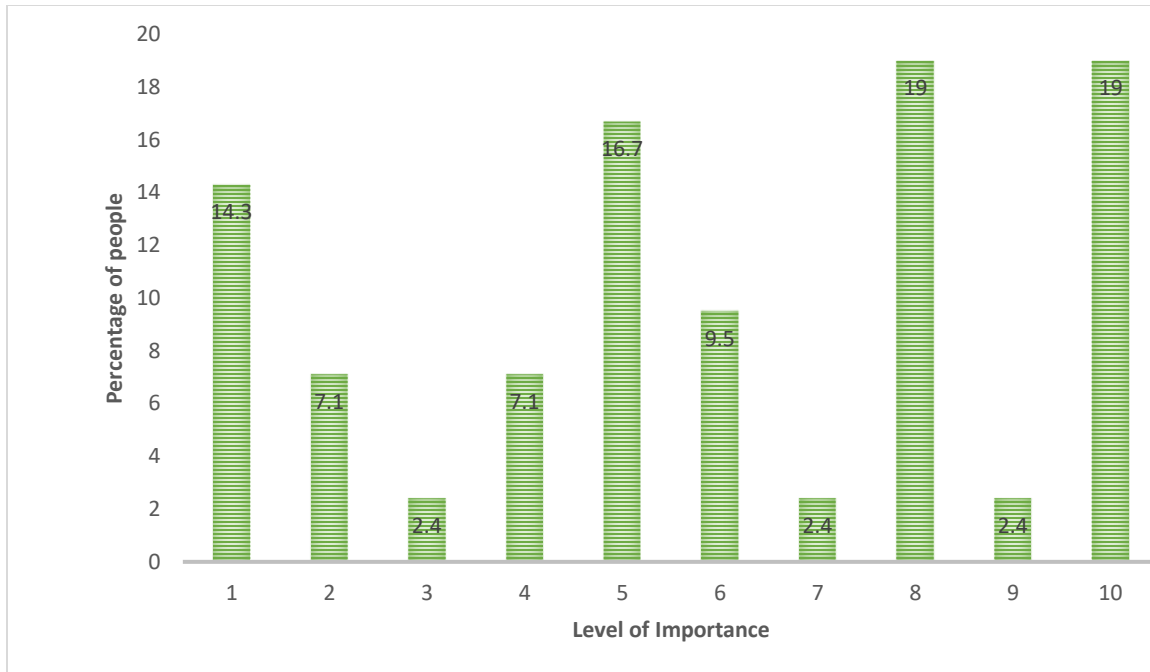


Figure 11: Rank the level of importance of all attendees wearing only N-95 rated or medical type of masks

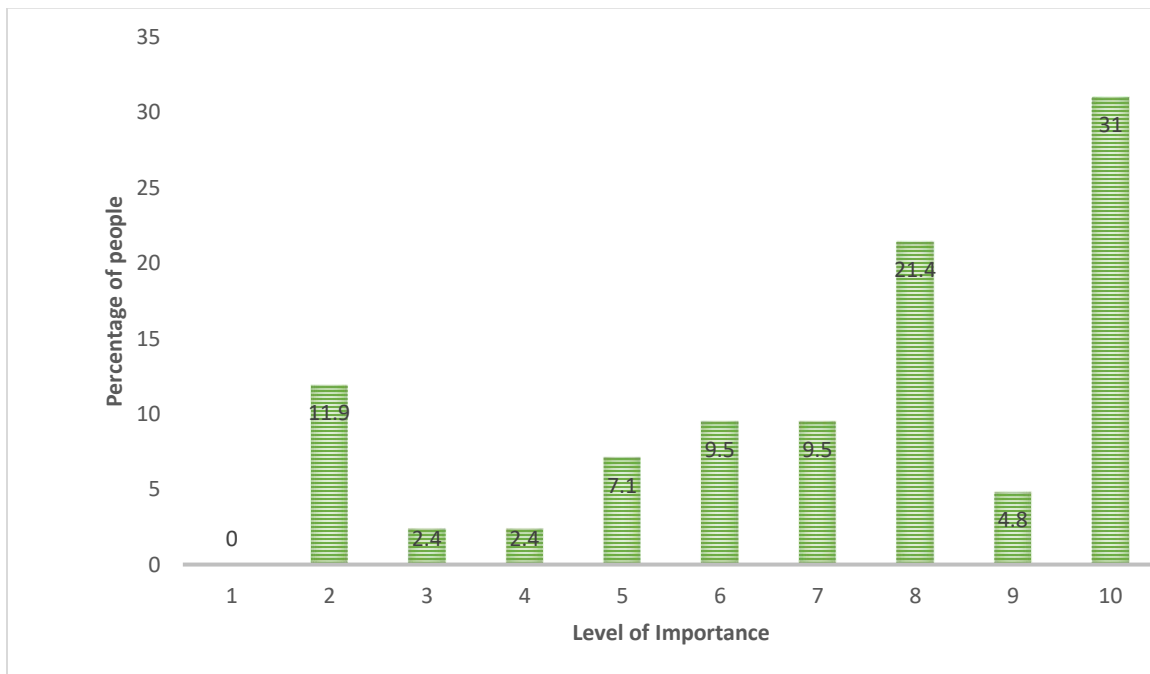


Figure 12: Rate the level of importance of checking every attendee's temperature before entry

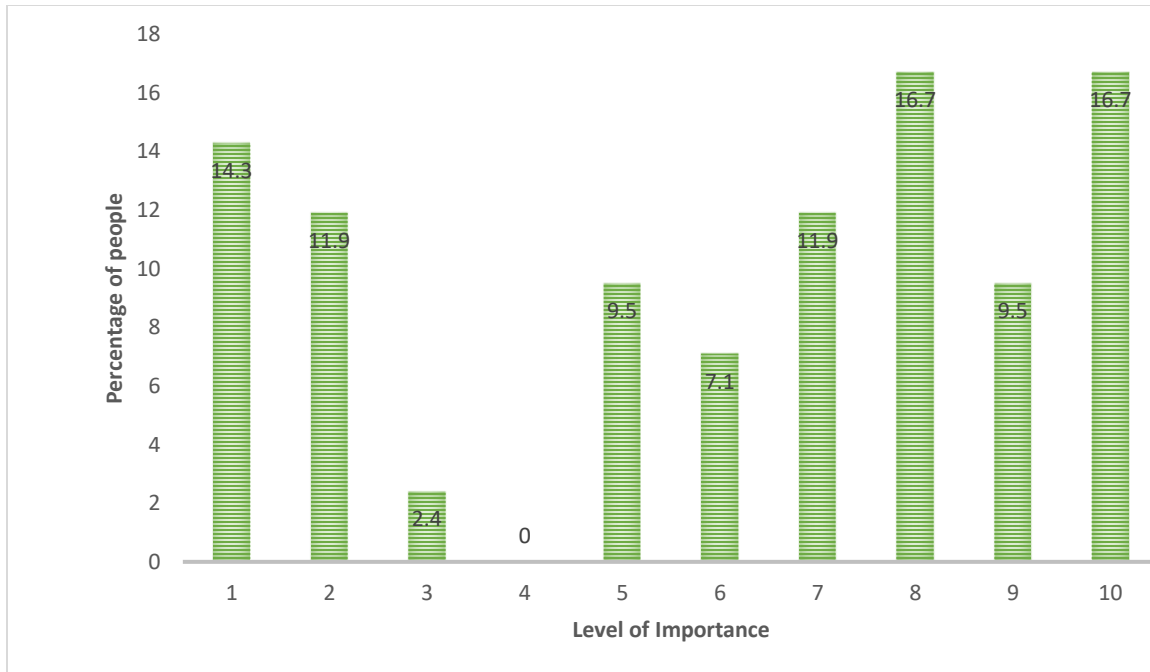


Figure 13: Rate the level of rapid COVID-19 test to be required for every attendee before entry

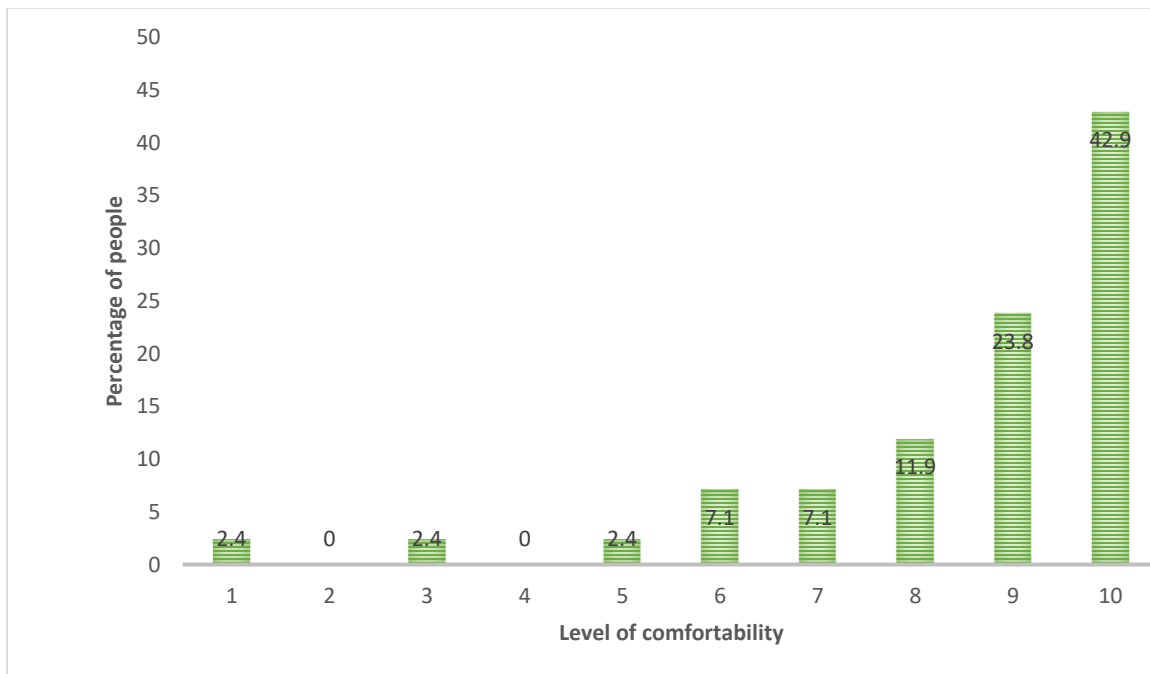


Figure 14: With the INDOOR level of capacity at 50%, how comfortable to attend are you right now?

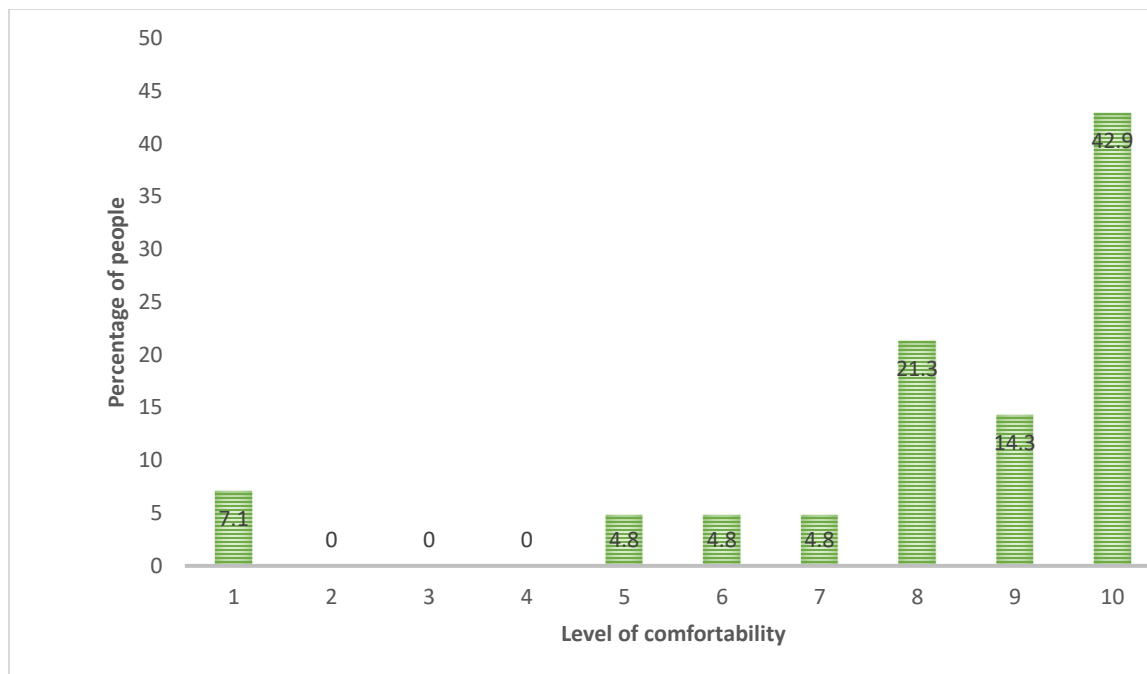


Figure 15: With the OUTDOOR level of capacity at 100%, how comfortable to attend are you right now?

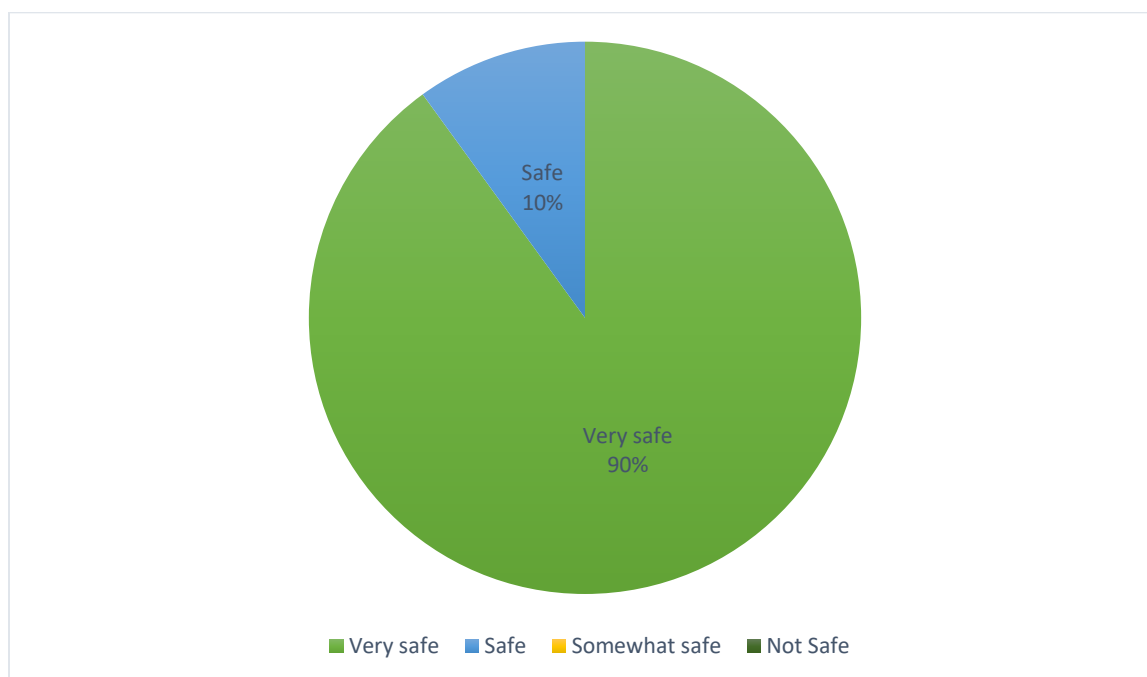


Figure 16: How safe did you feel throughout the event?

Annex 1: Overview of the event's premises



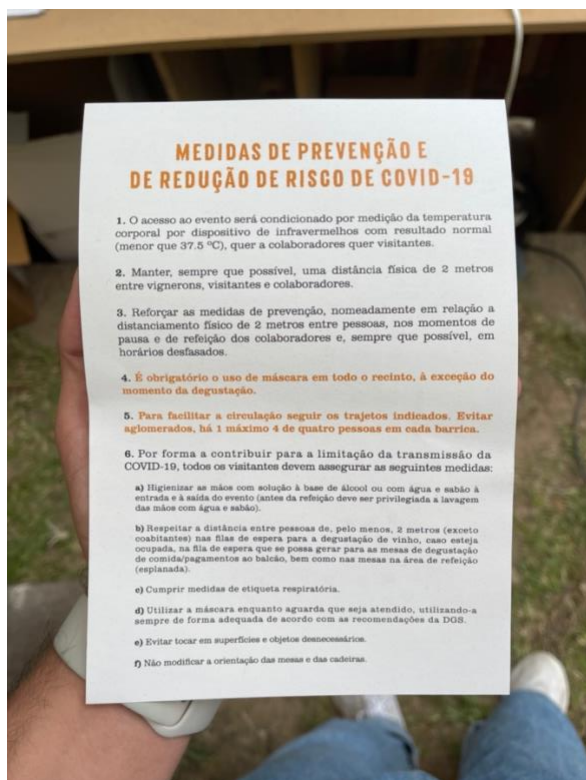
Image 1



Image 2



Image 3



Annex 4: Important notices

Annex 2: Important notices



Annex 5

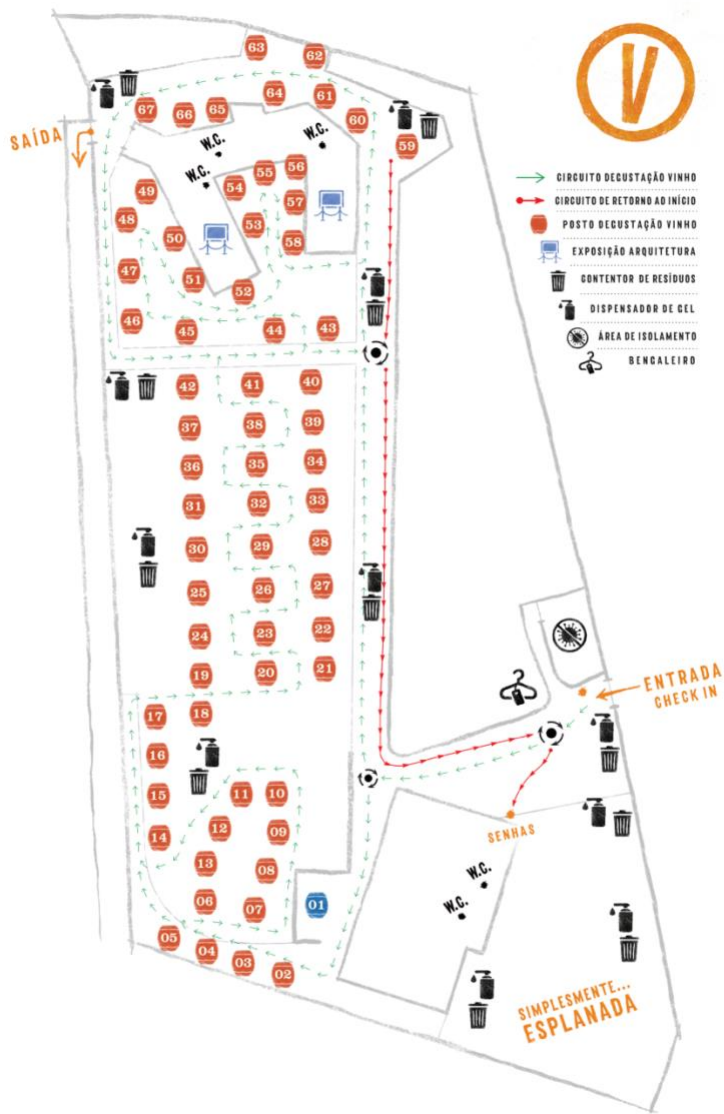


Image 6: The map of the venue

Annex 3: Posters

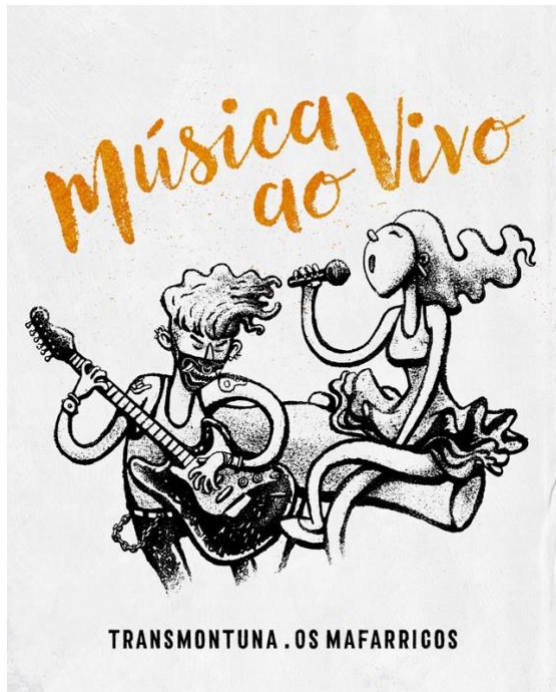


Image 6

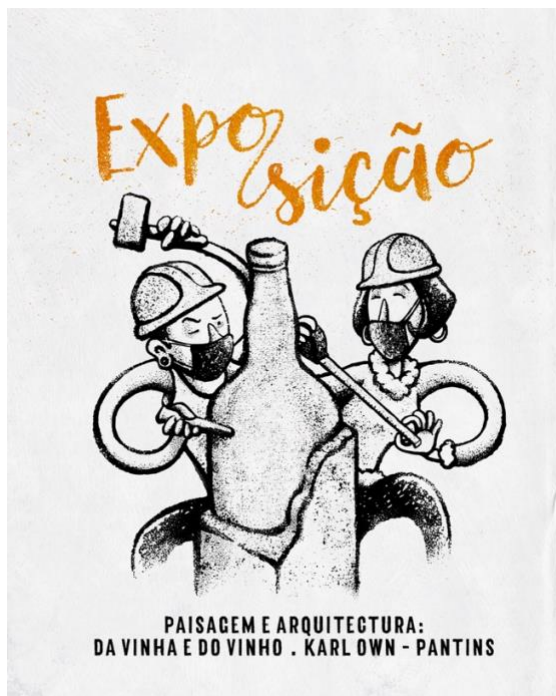


Image 7

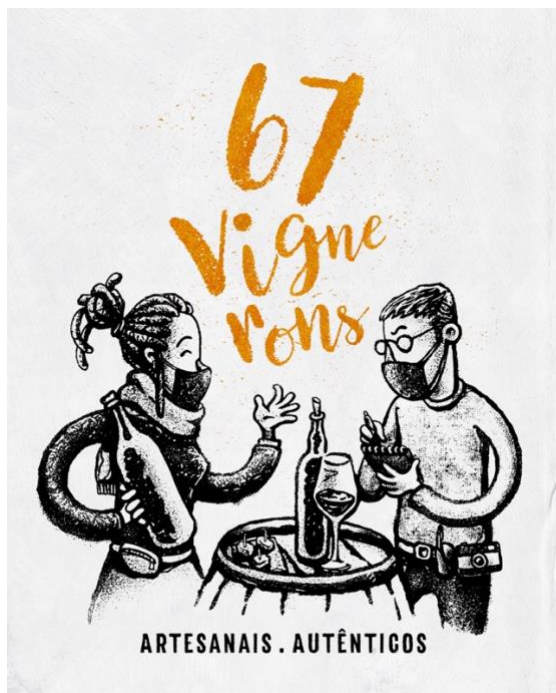


Image 8



Anne 9