



Clubr

Handling Mishaps,

# FAILED SHOWS & UNHAPPY FANS



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# In a digitalised world, there is an increased emphasis on building business relationships online.

However, we all understand that despite providing a direct connect and greater outreach, digital medium is not enough on its own.

With many businesses jumping on the digital bandwagon, and customers craving in-person experiences, it has turned pertinent for business to go beyond the digital space. {Events are increasingly being connected to revenue,

has taken the world of art by storm – from Leon's When you see it yourself to artists releand a clear Rol is established.} Still, things can go south and as event planners and organisers, one is very cognisant of this possibility. In this whitepaper, we explore strategy building behind a mishap, fire-fighting measures in case of a failure and the playbook for organisers to deal with it.} Need clarification on this paragraph.



As the world opens up to embrace live music post Covid-19, it is important that the pent-up demand is met with smooth strategy & execution

Event metrics are measurable similar to digital marketing metrics, and we have full-fledged technology integrated systems to keep us to game about every micro sprint in the event run up. As the world opens up to embrace live music post Covid-19, it is important that the pent-up demand is met with smooth strategy and execution.

**79%**

of fans expect to return to live events within 4 months of COVID-19 restrictions lifting



**52%**

of consumers' spend on music goes towards live tickets (in 2016)



**50%**

of fans expect to return to live events within 4 months of COVID-19 restrictions lifting



**74%**

of concert fans said they would continue to watch livestreaming events even after physical events resume



# Costs involved in organizing a live entertainment event :

- Performers
- Venue
- Logistics
- Marketing & tickets
- Security
- Insurance
- Staffing
- Permits & licenses
- Social media & photography

## The thousand layers of event failure & mishaps:

The only thing certain is uncertainty is an adage that holds absolutely true in the event industry. Unexpected horrors are always lurking round the corner, and sometimes these may blow up.

Knowing what these mishaps could be, learning from past and others' stumbles could be great pointers in the planning stage. A few common roadblocks that can build into an avalanche are:

### Improper budget planning:

Money makes the world and events go round. Without proper budgeting you may be left in the lurch with a budget that overshot, or debts to be repaid.

It works on both ends – the spending as well as revenue. Improper revenue planning may lead to leakages and losing out of profit streams.



# The infamous Fyre festival of 2017,

thought of in objective monetary terms, the fraud and sponcon mislead aside, gives valuable lessons in budgeting.

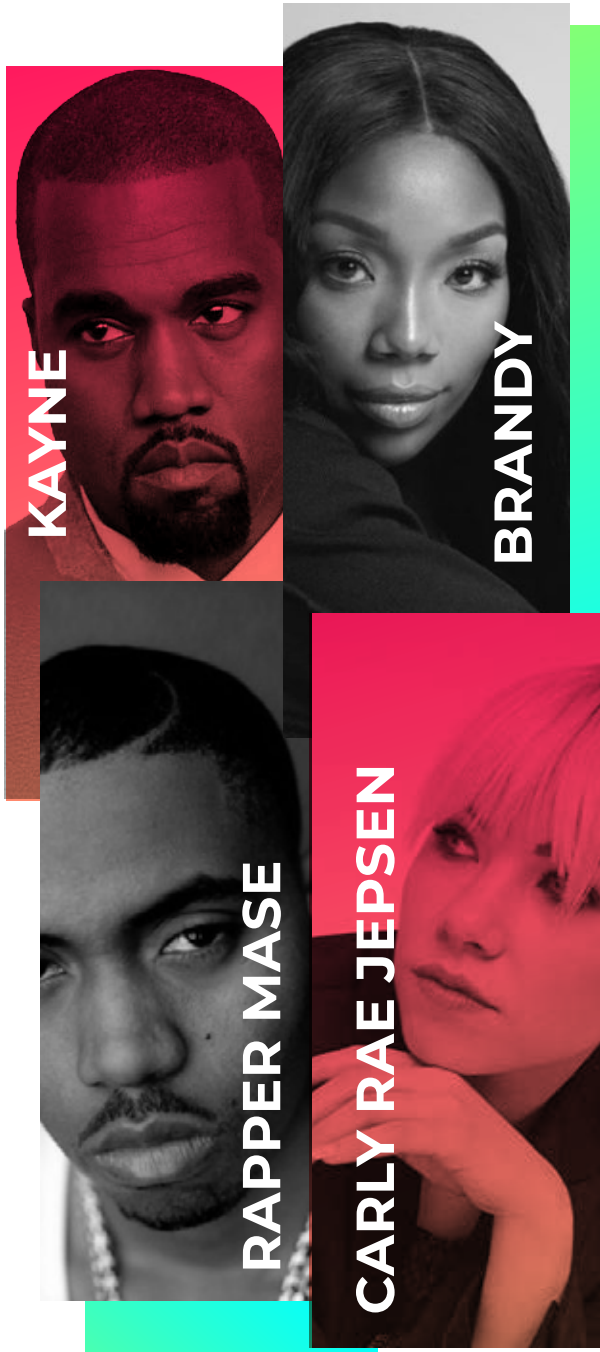
- 🕒 Projected revenue - **\$160m**
- 🕒 Budget reported - **\$ 38m**
- 🕒 Receivables reported - **\$14.8m**
- 🕒 Actual ticketing accounted only **\$3.5m**
- 🕒 Which clearly shows there was no sync between receipts and payments.
- 🕒 **30,000** people bought tickets without paying for it



# No show:

Everyone's nightmare – from an artist, investor, organizer and host is an audience no show. It makes a dent on the revenue and morale alike. They hurt venue hosts, promoters, artists, merch sales and staff revenues.

.According to WSJ, events are witnessing a 20% no show at concerts in 2021, as the world opened up post-covid-19 . This is often a result of ineffective communication and marketing.



- **Kayne West** – Sprint Center, Kansas, 2014 – 4500 people showed up against 19000
- **Rapper Mase** – IndigO2, London, 2013 – 150 people showed up against 2350
- **Carly Rae Jepsen** – Davids Tea Shop, Toronto, 2014 – 20 people showed up
- **London Philharmonic Orchestra** – Munich, 2016 – 150 people showed up against 2300
- **Brandy** – South Africa, 2013 – 40 people showed up against 19000

# Staffing troubles:

Staffing is one grey area which is not evident till it becomes a huge problem. Often staffing issues manifest when there is a lack of resource management and allocation.

Despite it being an indicator that your event is not a no-show, additional staffing on demand could be next to impossible.

## Rolling stones tour of 1969

is a classic case study in improper staffing, especially security.

- 300,000 fans stormed the freeway in North Carolina,
- Resulted in 3 deaths & a stampede

- A biker gang called “Hells Angels” was hired for \$500 worth of free beer for security





# Audience engagement:

This can be a huge blow. Imagine a visibly bored audience, or an audience that does not participate. This does not hurt revenue but can be a

damper when it comes to intangible assets like artist performance and ambience. It often results due to improper scheduling or structural issues .

## Handling audience engagement effectively:

- 🕒 Engage them in ancillaries – organise polls, quizzes, or even an AMA session.
- 🕒 Have functional Multi user spaces – This will help them interact with other fans, explore merch and purchases.
- 🕒 Get them into a metaverse – Create a hybrid space where live attendees and online fans can interact on a forum.
- 🕒 Gamify your event – Everything gets better with games! Give away goodies, a great way to put sponsorship to good use.





# Backup for bad weather:

One of the many mishaps that happened in the Fyre festival that bombed in 2017 was no backup for the last nail that rain gods drove into the coffin.

It propelled everything into utter chaos, with everything soaked, guests scrambling to find decent lodgings.

**Sugarland, 2011, Indiana State Fair stage collapse due to bad weather**

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**Pukklepop festival, Belgium went down due to multiple storms.**

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**Fyre festival 2017 – rain destroyed lodgings**

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**2020-2021 – All events cancelled due to COVID-19**

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**2012 57 events cancelled in UK due to storms**

## Handling weather woes:

- 🕒 Have a solid back up plan - Remember the golden rule while hosting an outdoor event, you are just one bad weather day away from failure – so plan for it.
- 🕒 Have an evacuation plan – In case the weather gods decide to throw a fit, have a set plan so that there is no chaos.
- 🕒 Prepare your ammo – Get raincoats, umbrellas, covers, get a back-up location – stay prepared.

# Security lapses:

As a host it is the primary responsibility to keep the guests, artists and staff safe. With acts of violence and terrorism marring live events, it has become a matter of immense concern.

Bataclan in Paris,

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Bastille day attack in Nice,

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Pulse club attack in Orlando,

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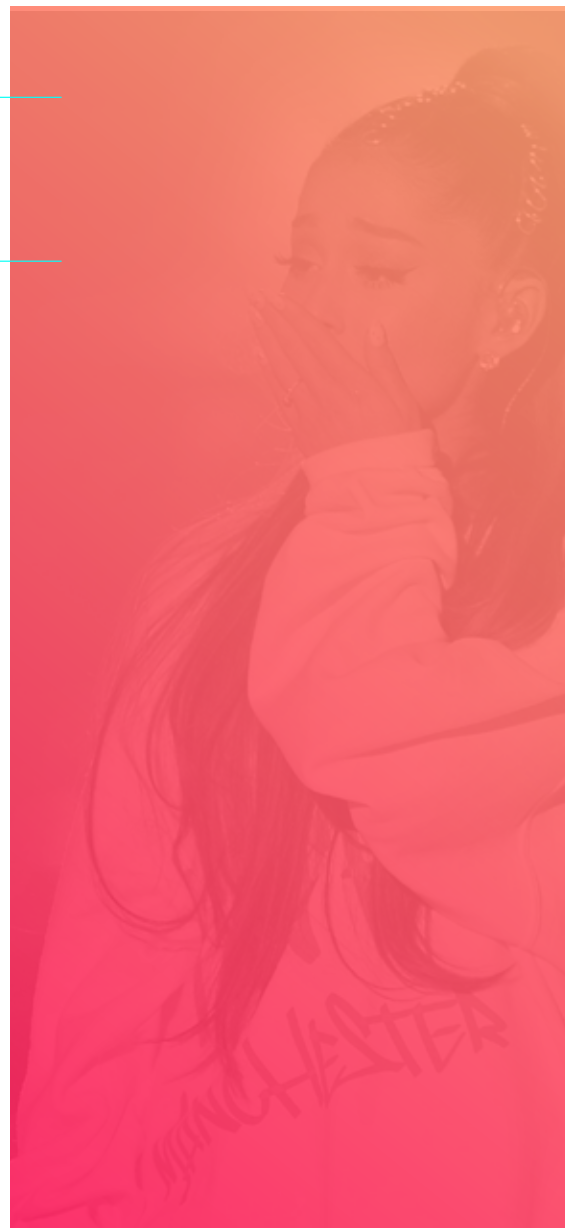
Manchester bombing,

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Boston Marathon attack

are all unfortunate tragedies that fall under this category. Preparing for mob protests, the background of the event instigating demonstrations, health scares are grounds for security concerns.

Additionally cyber security concerns are also on the rise, and data security must be taken seriously.



# Technology troubles:

We rely on tech today more than ever. From digital and social media marketing constituting a huge portion of our marketing strategy, to sound and acoustics technology has taken the center stage.

Also virtual events, and a hybrid event model is here to stay. Not testing enough, not having backups and not accounting for tech risks in the strategy lead to time waste, killing enthusiasm and problems during the course of the event.



## 🕒 **Justin Bieber**

Mumbai, 2017 – guitar and lip sync fail

## 🕒 **Michael Jackson**

Oslo, 1992 – lip sync backup fail

## 🕒 **Pink**

Nuremberg, 2010 – harness fail resulting in injury

## 🕒 **Ed Sheeran**

London, 2015 – loop pedal fail

## 🕒 **Paul McCartney**

London, 1985 – microphone fail

## 🕒 **Daddy Yankee**

Puerto Rico, 2019 – technical failure in stage management



# Handling security concerns:

- 🟢 Do a dry run: For a live entertainment event, ALWAYS do a dry run. Or two. Double check all sound outputs, acoustics, power and backup.
- 🟢 Plan logistics early: Get a detailed plan to everyone – the producers, staff, vendors – so that the venue is event ready at least 24-48 hours in advance.
- 🟢 Get a tech-risk assessment : This will give you new insights on what could go wrong, and how to handle the triage in case of a mishap.
- 🟢 Check your backup : Often a backup is not tested and may go kaput itself, causing a redder embarrassment.

## With great revenue come great risks and responsibilities:

Apart from pointers that are a must-follow for a successful run of the event, we must understand that the music industry is extremely dynamic and volatile. Each event is different, and with new formats like streaming, hybrid shows and in-game album launches waltzing into the scene, planning and execution of a successful event just got harder.

Despite the changing face of the music industry, and a marked change in the way music is consumed by fans, live events are pitched to make a comeback stronger than ever. The revenues are mindboggling.



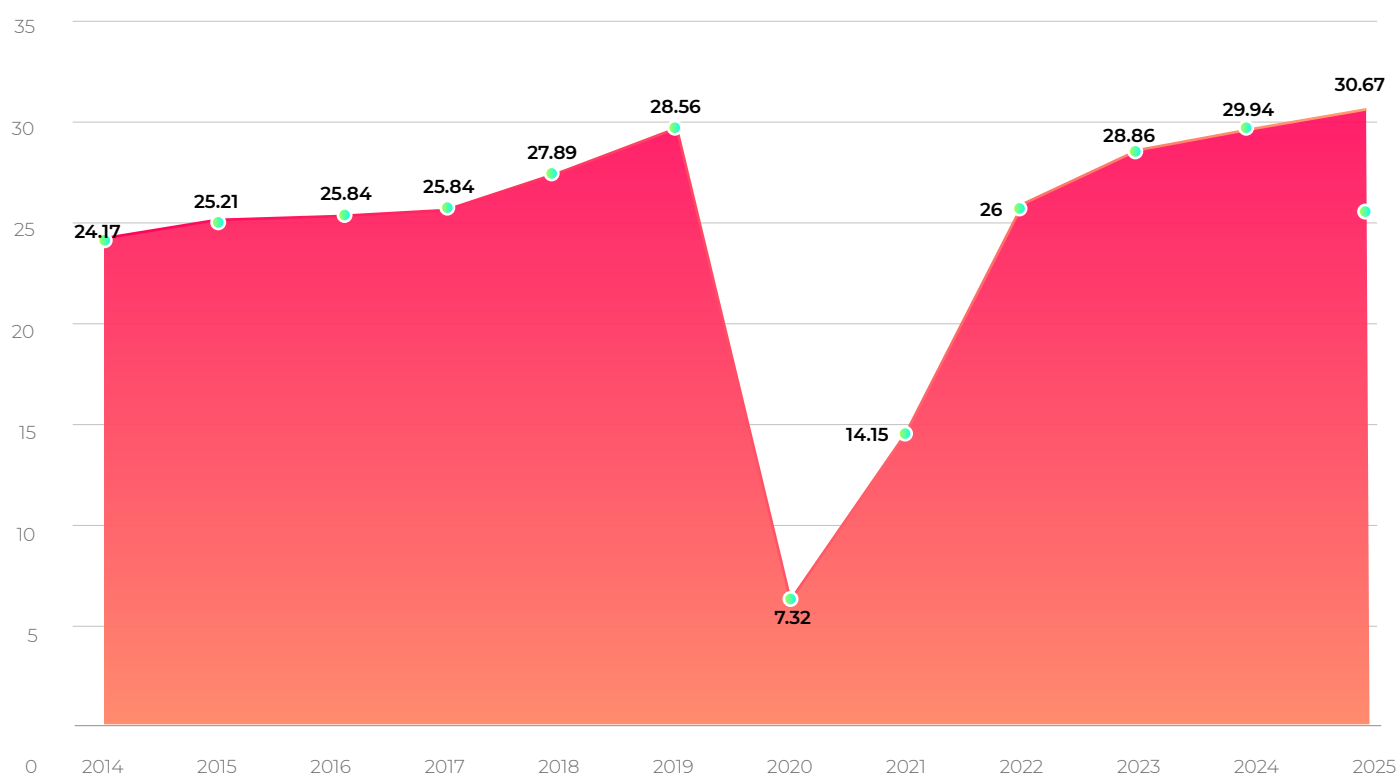


# Live music industry worldwide from 2014 to 2025

(in billion U.S Dollars)

The projected live music industry revenue worldwide, is pitched at a whopping 30.67 billion USD.

The live music scene has received a renewed boost post pandemic, with people craving an in-person experience more than ever.



## Highest grossing tours by revenue annually:

- 2021 – The rolling stones – No filter Tour - **\$115m**
- 2020 – Elton John – Farewell yellow brick road - **\$ 91m**
- 2019 – Pink – Beuatiful Trauma - **\$228m**
- 2018 – Ed Sheeran - ÷ Tour - **\$466m**
- Coachella valley festival - **\$704m**

These numbers are only growing, with millennials looking forward to attending gigs and watch their favourite bands perform live for them. The psyche of the fan makes them want to connect with their stars, and while digital media has provided a unique platform to them, live events have a irreplaceable charm.

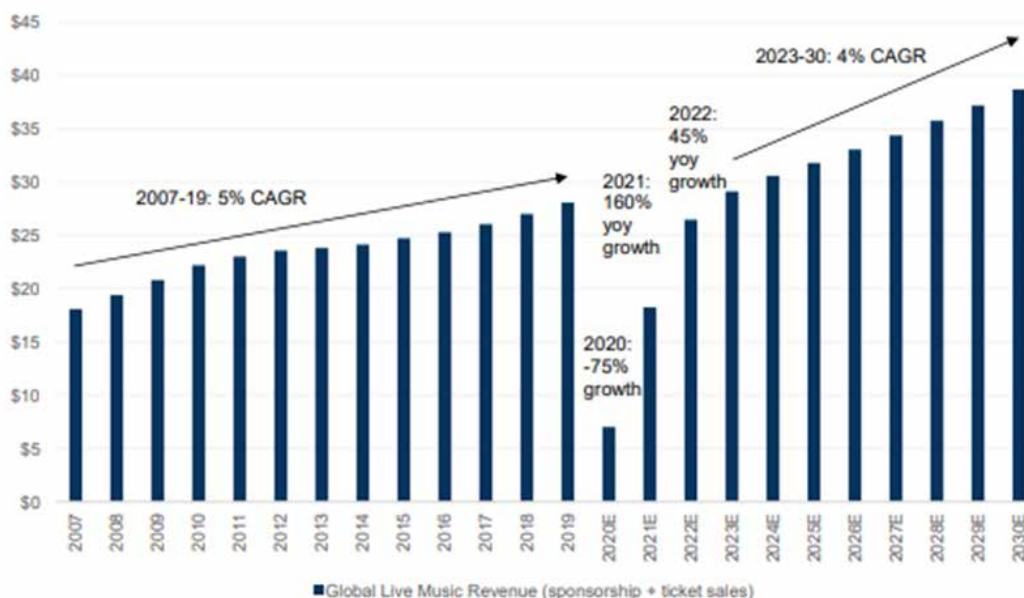
Live music events come with their fair share of risks. These risks are exclusive to the industry, and are evolving with current trends. Event producers, organisers, and venue owners need to balance risk and reward, with the scale tipping on the risk side.

## Whose loss is it anyway?

If we can put away the pandemic period aside for a while, where the whole live entertainment industry came to a grinding halt, and largely moved into the virtual space,

a study by Goldman Sachs shows us that the live music industry is expected to reach pre-pandemic levels in 2022, and grow at an impressive 45% yoy. Between 2023 to 2030 it is estimated to grow at a consistent CAGR of 4%

**Exhibit 7: We expect the global live music industry to decline 75% in 2020 due to the impact of COVID-19 before recovering to 160%/45% growth in 2021/22**  
Global Live Music market (\$bn) and % growth



The tangible loss would also therefore be proportionate in case of failed events. Revenue losses are massive, as ticket prices have tripled since 1995. Intangible losses such as reputational loss,

and the risk of fans not venturing for the gig the next time cannot be quantified. As with everything else the ripple affect the failure, especially a badly managed one has on its digital presence can be unforgiving.

## Firefighting the failure:

Failures happen all the time. It is a common occurrence, and it is never the painful part. The most painful part is the aftermath that follows.

Which is why managing a failure is crucial. Tweets, engagements, impressions spike around negative publicity and soon snowballs into an unmanageable disaster.

A quick fix flowchart for crisis management based on the situational crisis communication theory could be something on the lines of:

### Acknowledging crisis

Take charge before it gets out of control. Assess the damage caused. Get a reality check.

### Taking responsibility

If the mishap has been caused by factors other than voluntary human misconduct, terrorism or natural calamities, take responsibility of it. The root cause analysis of a failure can wait.

### Offering apology

Often the capital involved is intangible, with fans feeling jilted; after all the ticket is for the 'experience'. Offer sincere apologies.

### Compensating affected stakeholders

Ensure prompt monetary compensations wherever due. Process refunds, staff remunerations, and cancellation charges promptly. Provision a fund for this at your planning stage.

# Conclusion:

The live entertainment, music industry remains a fundamental and growing cornerstone of the vibrant music scene. Despite the digital revolution, virtual gigs and live streams, live music events are here to stay. While digital tools and event management software have bestowed organisers and venue owners

metrics like never before and have eased the organizing process, failure remains a very probable threat. In a creative industry that is centered around fun, it often becomes challenging to not lose sight of financial goals and RoI. However being prepared for an eventuality always helps.









Clubr is an omnichannel platform crafted for the Live Entertainment Industry that empowers them to build digital identity and achieve sustainability. Event organisers or Venue of any size can leverage our three-dimensional platform - Clubr (Discovery Platform), Clubr Backstage (Whitelabel Websites & Mobile Apps) and Clubr Tribe (Influencer platform for Live Entertainment Industry) along with Enterprise level digital marketing support to grow revenue by selling more tickets, Organise better events and Capture data and analytics. Clubr extensive product suite and feature stack are crafted exclusively for this industry to digitise every customer interaction and help them analyse the data in a way they could never do.

Clubr backstage empowers Nightlife Venues and Event organisers with new digital capabilities to sell tickets, Deals and Merchandise from their website. Venues and organisers can now host their own website/ Mobile Apps and start selling tickets in under 30 minutes with a simple subscription fee without investing heavily in technology with our Whitelabel offering. Please reach out to our sales team to set up your website for free for the first six months.

# Handling money matters:

Revenue losses hit the hardest, and must be planned with extra care.

- You can't plan what you cannot see. Get clear budget visibility with dashboards, infographics and cash flow charts to see where your money is going, and what needs more budget attention.
- Keep up with your budget. Budgeting is a continuous evolutionary exercise, and not a one-time presentation activity. Make changes on the go, tweak outflows, save inflows, arrest leakages.
- Be realistic with your budget. Do not over estimate revenues, or underestimate costs.
- Save for a rainy day. Always have a safety net for your event – a corpus.
- Do NOT compromise on entertainment insurance – Insurance can be a costly proposition, but you'll never know its value till something untoward happens. policy covers third party liabilities such as a performance venue, security breaches, sets & stages and even lives of staff and attendees in certain cases.

Future Generali  
**AR Rehman – 2012**

**4Cr**



# Handling no shows:

Avoid, reduce, arrest – all factors that contribute to a no-show.

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Host a hybrid event – physical no-shows can be compensated by virtual presence and revenues.

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Communicate better – Keep the communication flowing. Create a buzz, build up a tempo to the event, send emails, text reminders, social media campaigns – make sure no one misses out.

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Incentivize – Make attendees feel special. Help them think their money and time spent are worthwhile.

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Ease cancellation – Though this sounds counter intuitive, easy cancellation and returns means you have an idea of what to expect in case of cancellation, and it helps faster sell-out because the attendee knows his cancellation is covered.



# Handling staffing issues:

- Assess well, communicate clear – Get an early assessment of how much staff you need, for what, and where. Make sure you get the right skillset, and communicate their roles and responsibilities clearly to them.
- Do NOT cut costs with labour or security: This is one area where you can be safe rather than sorry. Have a couple of extra handymen, but when it comes to a live event with euphoric crowds, always have them around.
- Begin staffing process early: You will never be able to find the right staff at the last moment. As a rule of the thumb, begin your staffing process 3 months in advance.



# Reputation risk – ground rule, staying true:

While big famous festivals make everything look easy in hindsight, there is enormous level of detailing that goes into planning live music events. The promise of fun, frolic and magic shadows

the unglamorous logistics, sanitation, food and experiences that lead to the event. But these are precisely what can make or break it. A fantastic promise of fantasy is necessary, but promising only things we can deliver is key.

The entertainment industry runs on images and reputation. Often, managers scurry to portray artists in their best images since unacceptable behaviour can directly impact RoI and sales. Lately the digital presence of artists and

organisations have also been subjected to strict scrutiny, with personal opinions on social issues, or even their endorsements and association with brands that have a negative environmental impact.

## Handling reputational loss:

- 🕒 Control and standardize – First, avoid and mitigate the reputation risk. Having control of all avenues and processes will ensure the risk is lowered.
- 🕒 Apologise sincerely – send texts, gifts, e-mails – let the fan know you are genuinely sorry.
- 🕒 Compensate well – be generous with your compensation.
- 🕒 Make refunds easier – The fan is already disappointed, make his refund immediate so it will hurt just a little less.



# Handling security concerns:

- Choose your venue wisely.
- Get all permits, clearances and permissions in advance
- Engage a reputed security partner
- Keep data security in mind
- Get an insurance cover that protects attendees and the organiser in case of an eventuality.

## Justin Bieber, Mumbai, 2017

**Ticket price INR 76000 –  
sanitation, AC issues**

**Woodstock 50, New York,  
2019 – failure to make  
payment, lost site**



One minute of silence to all those who spent  
money to see Justin Bieber lip sync!

[#JustinBieberIndia](#)