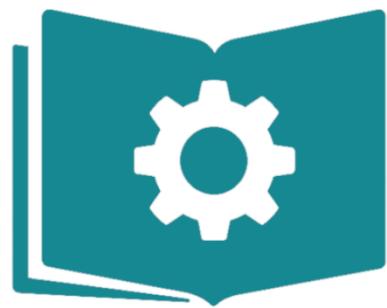# THE SERVICE PLAYBOOK

Chapter 1: Scope of Services

Abstract

This first chapter of The Service Playbook introduces the concept of Services as a core operational pillar alongside Safety and Security, highlighting their role in shaping attendee experience, improving flow, and supporting compliance. It defines the Scope of Services as the essential starting point for effective planning and presents the Scope Matrix, a structured tool to clarify what Services are delivered, where, and for whom.

By embedding Services systematically into event operations, professionals can enhance safety, efficiency, and trust with the collective goal of creating safer, more welcoming events, everywhere.

Thyr Rodrigues

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THE SERVICE PLAYBOOK

Integrating Safety, Security & Service Across Crowd Management Operations

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THE SERVICE PLAYBOOK

Integrating Safety, Security & Service Across Crowd Management Operations

Executive Summary

This Chapter marks the launch of the GCMA Services Playbook Series, which provides structured, practice-led material on planning and delivering Services as an integrated component of Crowd Safety and Security.

While the content is largely informed by spectator sports operations, its intent is broader: to support consistent and professional Service delivery across a wide range of managed events, including those with or without ticketed access, seated or zoned crowds, peak arrival and departure flows, mixed demographics, and constrained circulation areas.

The content in this series assumes prior experience in Crowd Management and Event Operations and is intended for professionals already active in the field. It focuses on strengthening existing practice rather than explaining fundamentals.

As principle-led and operationally grounded material, it should be adapted to the environment and context of each event.

The Importance of Services

This new series supports event professionals in establishing or enhancing their Service operations, while championing integration with Crowd Safety and Security. In addition to sharing frameworks and practical tools informed by established research and tested approaches, *The Service Playbook* will lay the foundation for the upcoming GCMA industry survey, all with the goal of building safer and more welcoming events, everywhere.

> In this series, 'Services' refers to the attendee-facing function that supports attendees as they move through, interact with, and respond to the event environment. It shapes how people understand, comply with, and respond to operational measures throughout their journey.

In today's competitive events industry, the quality and consistency of Services strongly shape how people perceive value for the time and money spent at an event.

Ticket sales and in-event spending remain central to business models. Effective Services improve crowd flow and create a welcoming environment that can increase both revenue and return visits.

THE SERVICE PLAYBOOK

Integrating Safety, Security & Service Across Crowd Management Operations

Beyond commercial outcomes, Services are also a matter of Safety and Security:

- **Safety-wise,** clear directions prevent overcrowding.
- **Security-wise,** clear rules reduce frustration and hostility.
- **Effective Service Delivery** boosts both spending and loyalty.

As the operational bridge between event measures and crowd cooperation, Services directly influence fan confidence and operational control.

The value of Services is recognised in guidance such as the Saint-Denis Convention, the Green Guide, and the UEFA Champions League Final 2022 Report.

> *"Customers cannot help but have experiences, and all services create experiences."*
>
> **-**Lewis Carbone
> *(Carbone & Haeckel, 1994)*

Sharing good practice in planning and delivering Services reduces variability, builds trust, and enables organisers to demonstrate tangible value to senior stakeholders. Embedding Services as a systematic pillar alongside Safety and Security is essential to the professionalisation of event operations.

> By defining *what, where,* and *for whom,* organisers avoid overlaps and gaps, use resources efficiently, and build the foundation for consistent delivery.

What Are Services?

Commonly described as the **Face of the Event**, Services are the structured use of staff, volunteers, and equipment to positively impact attendee safety and experience.

For event-goers, every stakeholder on-site is seen as a representative of the event, and every interaction shapes their perception. Effective Service delivery produces positive experiences that influence how attendees feel, think and respond throughout the event. As customer experience pioneer Lewis Carbone observed,

Services also function as a reassurance mechanism in the complex environment of big banners, bright lights, loud sounds, segregated flows, and security checks.

Through validation, clear information, and personal interaction, Services help attendees manage this intensity, reduce anxiety, and feel confident, particularly for those visiting a venue or host city for the first time.

Scope of Services: The First Building Block

This edition focuses on defining the Scope of Services as the starting point for Services planning. Every subsequent step relies on first setting a clear scope: from defining headcount and equipment to preparing training and matchday delivery.

Operationally, scope defines the '*what*' (the elements of Services to be delivered), the '*where*' (the locations in which they are delivered), and the '*for whom*' (the stakeholders they serve).

Poorly defined scope leads to overlaps, gaps, and wasted resources. Inconsistent Services not only undermine attendees' confidence in the event but also weaken coordination between functional areas.

A well-defined scope, by contrast, provides clarity of objectives, supports efficient allocation of resources, and improves budget efficiency.

Practical Application: The Scope Matrix

The Scope Matrix is a structured resource that helps organisers define scope consistently and transparently. Using the matrix, for example, *wayfinding assistance* may be listed as an element of Services (What), delivered at public transport stops around the venue, gates, and concourses (Where), for general admission and hospitality ticket holders (For Whom).

This structured and auditable approach brings clarity and enables the next steps in the planning and delivery of Services operations.

> This series is designed to give you frameworks and tools you can immediately apply, while also preparing the ground for the upcoming GCMA industry survey.

SCOPE MATRIX TEMPLATE - Worked Example

This Scope Matrix is a planning tool designed to help organisers define Services consistently and transparently across venues and events.
Complete each row by specifying the Service (What), its Location (Where), and the Spectator Group (For Whom).
A few illustrative examples are provided for each Scope element.

www.thegcma.com

Location (Where)	Main Public Transport Points of Arrival	Taxi, Rideshare, Accessibility, Load Zones	Parking	Main Last KM, Zone Ex Routes & Areas	Fan Zone(s)
	Entry Gates	Concourses	F&B Concessions	Entry/Exit to Toilets	Seated/Standing Viewing Areas

Service (What)	Service (What)	Location (Where)	Spectator Group (For Whom)	Attendee Group (For Whom)
Flow Management	Information Assistance	Main Public Transport Points of Arrival	All Attendees	All Attendees
Information Assistance	Information Assistance	Parking	VIPs	General Admission
Queue Management	Wheelchair Pushing Service	Taxi / Rideshare / Accessibility Load Zones	Reduced Mobility	VIPs
Ticket Issue Resolution Support	Queue Management	Entry Gates	General Admission	Hospitality
Multilingual Support	First-Visit Certificates Distribution	Entry Gates	Hospitality	Reduced Mobility
First-Visit Certificates Distribution				Reduced Hearing
Souvenirs Distribution				Families
Wheelchair Pushing Service				Minors
Lost & Found Items Service				Repeat Visitors
Mascot Appearances Management				First-Time Visitors

GCMA members can download the Scope Matrix template **HERE** and start applying it to their planning. Not yet a member? **Join** our community today and gain access to our growing library of resources, exclusive webinars, monthly exchanges, and more.

Conclusion

Defining the Scope of Services is the first building block of effective Services operations, providing the foundation for everything that follows. In the next chapter, we will focus on **Headcount**, showing how scope translates into staffing models.

Stay engaged with the series and contribute to the upcoming GCMA industry survey, so that together we can shape safer, more welcoming events, everywhere.

> **NEXT UP: Headcount. Stay engaged and contribute to the GCMA survey to help shape future best practice.**

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