

عنوان البحث

**The Role of Project Management Practices in Successful Event
Management Projects**

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- **Introduction**

Event management projects are becoming more complex in recent years and getting more challenging with time, mentioned events usually vary from corporate meetings and large weddings, global summits, international economic or political conferences, concerts, and outdoor exhibitions. These events need thorough planning and coordination in many areas such as scheduling, cost and risk management, and communication with stakeholders, including project teams, audience or participants, suppliers, and organizing entities.

In the past few years, the event management field has experienced unprecedented growth due to the role it serves in supporting tourism, economic development, and destination branding like in Saudi Arabia and other uprising countries. Large-scale events attract large numbers of people and contribute to local economies through higher demand for hospitality, transportation, food and beverages, and other services. These factors resulted in governments and large companies starting to look at events as crucial tools assisting in marketing or providing a source of income, which led to increasing the demand and scale of events, making their planning and management more challenging.

With events growing in size and expectations increasing, effective organization and coordination became essential to ensure successful execution leading to required results. Managing these activities needs efficient utilization of resources in hand, planning, and being able to work with risks and resolve operational challenges. Any shortage in planning or coordination can lead to delays, cost inefficiencies, dissatisfaction of the client and other stakeholders, or even the failure of the event.

Project management has organized and tested methods and tools that could, if used properly, support the planning and execution of complex processes. Even though not all project management techniques are applicable to event management activities, the two fields share many similar characteristics. Project management methods and knowledge can

be used to improve operations and result in more effective event planning, execution, and monitoring.

Regardless of the growing significance of project management in the event industry, there is limited understanding of to what extent project management practices impact the success of event management projects. Therefore, this study will focus on examining the impact of project management practices on the success of event management projects and explore how applying these techniques could result in improved planning, execution, and overall outcomes in the event management field.

- **Research Problem**

Event management projects normally include careful resource management, planning, and coordination among multiple parties. Even though project management approaches offer organized tools and methods to help execute these processes, their application in the event management sector is not always possible.

A lot of event management projects, until this moment, depend on experience-based approaches rather than formal project management methodologies. Therefore, this has resulted in limiting the understanding of how the use of project management practices influences the success of event management projects.

Lack of information on how project management tools and techniques could assist in improving planning, coordination, and overall outcomes has created a vague understanding of whether their use has an impact or not. Therefore, it is important to investigate how project management practices affect the success of event management projects.

- **Significance of the Study**

This study is significant because it shines a light on the advantages of applying project management methods in the event management field. The need for detailed planning and efficient coordination rises as events get more challenging to manage. This study will assist with evaluating how project management methods and technologies might improve event management project success.

Additionally, by identifying methods that might improve planning, mitigate risks, and improve project results, the study offers corporates, governments, and event managers significant benefit. By addressing the limited studies on the connection between project management approaches and event project success.

- **Research Objectives**

- Identify the project management practices usually used in event management projects.
- Examine the impact of project management practices on the success of event management projects.
- Analyze the challenges faced by event managers, team leaders and lower staff when applying project management practices.

- Evaluate how project management practices improve planning, execution, and overall outcomes of event management projects.

- **Research questions**

1- Which project management practices are commonly used in event management projects?

2- How do project management practices influence the success of event management projects?

3- What challenges do event staff face when applying project management practices?

4- How can project management practices improve the outcomes of event management projects?

- **Research Hypotheses**

H1: There is a positive relationship between the use of project management practices and the success of event management projects.

H2: The use of project management practices improves planning and coordination in event management projects.

H3: Event managers who apply project management practices are more likely to achieve successful event outcomes.

H4: There are challenges that affect the effective implementation of project management practices in event management projects.

- **Previous Studies**

There is a connection between project management and event management that suggests the need for an organized approach for planning and controlling events. The study showed that with the increase of event complexity there is a growing need for the use of tools and methods like scheduling and work breakdown structures to improve event efficiency (O'Toole, 2000).

In this study, event management was looked at from an operational point of view. It also explained how events could be considered as projects given the similar aspects like planning, resource, time, and cost management. The study emphasized that feedback is a crucial factor for improving future events' overall performance (Tum et al., 2011).

Project management methods are commonly applied in sports event organization, especially in large-scale events, and help improve planning, coordination, and overall project control. However, challenges such as reliance on volunteers and the use of informal management approaches may limit their effectiveness, and larger events tend to adopt more structured management approaches compared to smaller events (Schnitzer et al., 2020).

Event success depends on different factors like communication, money management, and stakeholder involvement. It also needs flexibility and good planning to meet expectations (Kokolakis, 2018).

- **Theoretical Framework**

1. Project Management Practices

Project management practices are identified as the organized methods and tools used to ease the management of different project stages like planning and operate projects effectively. These practices are necessary to deliver these projects while paying attention to time, cost, and quality. In project management environments, the entities depend on these practices to improve overall results.

The project management process is divided to different stages, like initiation, execution, and closure. During the starting phase, project scope is identified. In planning, schedules, expected cost and budget, resources needed. In execution, taking action and actively applying the plan, giving soul and body to the vision of the project, while monitoring and control focus on tracking where the project is at and making decisions on where a change needs to take place. Finally, closing phase makes sure that project objectives are met.

A variety of tools are used within project management practices to help these stages see the light. Few examples, for scheduling Gantt charts are used to aid with time management and scheduling. Also risk management tools such as risk matrix could help with being aware of risks and lowering them. In monitoring and control Kanban boards are used to track finished and in progress tasks.

Applying project management practices improves decision-making, betters communication between stakeholders, and helps with resource allocation. It also allows project managers to expect challenges that may occur and respond in a proactive manner. Therefore, these practices considered crucial in improving project performance and increasing the chances of project success.

In recent years, project management tools are being used in many industries. People of interest have realized that these approaches help with keeping consistant outcomes, especially in large and complicated projects. Therefore, these practices are considered crucial in accomplishing successful results in event management.

2. Event Management as Projects

Events could be managed as projects given all the similarities they have with the identification of a project, a time- and cost-limited endeavor with deliverables or an outcome to achieve. Each event, from different nature, either a summit hosting 400+ people or a week-long wedding, requires coordination between all parties, detailed planning, and needs to be executed within restricted time and cost. These characteristics make the connection stronger between event and project management.

One of the main qualities of events is that they are time restricted with little ability to change or postpone, unlike other types of projects that could have more flexibility with timing. Events deadlines must be met, otherwise it would be considered as a project failure. This creates a higher pressure on event managers to make sure planning and execution are with as much little errors as possible.

Additionally, often in event management a lot of activities happen simultaneously, operation management, stakeholder communication and coordination, cost control, etc.

These activities must be managed carefully to ensure the event runs smoothly. Any error in one of these areas could cause a domino effect, affecting the success of connected procedures. This highlights the importance of having a structured management method.

A different aspect of event management is its sensitivity to weather conditions, political situations in neighboring countries, and last-minute changes in clients needs. These risks require event managers to be flexible and adapt to these changes in time, which is found closely in agile project management, where scope could vary yet time and budget remain the same.

In addition, events normally include several stakeholders, whether they are clients (government or corporate), attendees or guests, suppliers, and the project team. Managing communication between all stakeholders is crucial for event success. Project management provides tools to assist these communication processes and ensure all parties are well informed or within reach when needed.

By managing events as projects, event managers could improve planning, coordination, control, budgeting, and communication in their events, eventually aiding in the success of the event.

3. Success Factors in Event Management Projects

Success of events depends on many things. Mainly, finishing on time, within budget, and according to the client's demands, and delivering a positive experience for the participants. While in project management it's only the first three.

One of the most important success factors is planning, including objectives and goals, building schedules, and proper utilization of resources. Correct advance planning leads to limiting the chances of mistakes causing delays in the execution.

Communication is also an important aspect of event success. Dealing with a large number of stakeholders working together to achieve the project goal means that you need efficient communication procedures to make sure all information is well delivered to people of interest. Any weakness in communication will lead to conflict between teams, delays in delivering, and issues in operation.

Finally, resource management is a key aspect that affects overall performance. It includes managing human and material resources. In a lot of profitable events, it is a common thing to find a limited budget in order to make the event economically acceptable. Therefore, proper resource management techniques must be applied, making sure event managers' resources are used efficiently.

Overall, event management project success is affected by planning, communication, and resource management. Therefore, applying a project management approach could improve the chances of event success.

- **Research Methodology**

Research Method

The study will use a survey method to collect data from people working in event management and related fields. This method is appropriate because it helps gathering information from multiple participants in a simple and efficient way.

Data Collection

Data will be collected through a questionnaire distributed using Google Forms or another suitable tool. The questionnaire will include close-ended questions made to explore the use of project management tools and methods and their effect on event success.

Target Population and Sample

The target population includes event managers, coordinators, and individuals with experience in event management. A small sample will be selected using a convenience sampling method, based on accessibility and availability of participants. The study aims to collect responses from approximately 10–20 participants.

Data Analysis

The collected data will be analyzed using basic descriptive statistics, like percentages. This will help identify general patterns in the use of project management practices and their impact on event success.

- **Research Instruments**

The main instrument used in this study is a questionnaire made to collect data related to the use of project management practices in event management projects.

The questionnaire will consist a group of close-ended questions divided into sections that cover:

- The use of project management practices
- Perceived impact on event success
- Challenges faced in applying these practices

- **Scope of Study**

This study focuses on examining the impact of project management practices on the success of event management projects. It is limited to individuals working or having experience in the event management field, such as event managers and coordinators.

The study will cover selected project management practices, including planning, coordination, and risk management, and their perceived influence on event results. Data will be collected using a small sample of participants, which may limit the generalization of the findings.

Additionally, the study is limited to a specific time frame and depends on participants' responses, which reflect their personal experiences and perceptions.

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