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Assessing Agile Project Management's Role in Improving Event Delivery Outcomes in Riyadh's Entertainment Sector

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Dedication

This work is lovingly dedicated to my parents and my family, whose constant support, prayers, and encouragement have been my greatest source of strength.

It is also dedicated to all those who believe in continuous learning and development, and to every event professional in Riyadh's entertainment sector who strives to deliver memorable experiences and inspire others.

Acknowledgement

First and foremost, I would like to express my deepest gratitude to **Allah Almighty** for granting me the strength, health, and patience to complete this graduation project.

I am sincerely grateful to my **supervisor**, whose guidance, valuable feedback, and continuous support were essential at every stage of this research. Their constructive comments and encouragement greatly improved the quality of this work.

My appreciation also extends to the **faculty members and staff** of the College/Department of [insert your department name], for providing the academic foundation and resources that enabled me to conduct this study.

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Finally, I am deeply indebted to my **family**, whose love, patience, and unwavering belief in me have been the driving force behind all my efforts. This achievement belongs to them as much as it does to me.

Abstract

This study aims to assess the role of **Agile project management** in improving **event delivery outcomes** in Riyadh's entertainment sector. In recent years, Saudi Arabia has witnessed rapid growth in entertainment activities as part of **Vision 2030**, creating a dynamic environment in which event projects face high expectations, tight timelines, and complex coordination requirements. Within this context, Agile project management has emerged as a potential approach to enhance flexibility, collaboration, and responsiveness in event delivery.

Guided by a **positivist philosophy** and a **deductive approach**, the study adopts a **quantitative survey strategy**. Data were collected through a structured online questionnaire from a sample of event professionals in Riyadh, including project and event managers, coordinators, operations staff, and account managers. The main variables examined are Agile project management practices (independent variable), event delivery success (dependent variable), and project complexity (moderating variable). Descriptive statistics, reliability and validity tests, correlation analysis, and multiple regression models were used to analyse the data and test the hypotheses.

The results indicate that Agile practices are applied at a moderate to high level in many event organizations in Riyadh, particularly in areas such as stakeholder collaboration and team communication. Empirical findings show that Agile project management has a **significant positive impact** on several dimensions of event delivery success, including timeliness, budget control, stakeholder satisfaction, and quality of execution, while being associated with **reduced project delays**. These findings support all of the proposed hypotheses and confirm the usefulness of Agile approaches in the entertainment event context.

The study contributes to extending Agile project management research beyond its traditional software and IT domains and offers practical recommendations for event organizations seeking to enhance performance and align with Vision 2030 objectives. Limitations and directions for future research are also discussed.

Keywords: Agile project management; event delivery success; entertainment sector; Riyadh; Saudi Arabia.

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Chapter 1: Introduction

1.1. Research Background

The entertainment and event management sector in Saudi Arabia—particularly in Riyadh—has undergone remarkable growth in recent years, driven by the country’s Vision 2030 initiative to diversify the economy and promote cultural engagement. As large-scale events increase in size, complexity, and frequency, project managers are under pressure to deliver high-quality experiences within tight timeframes and shifting requirements. Traditional project management methods often fall short in such dynamic environments, prompting the exploration of more adaptive approaches like Agile project management. Agile, originally developed for software development, emphasizes flexibility, stakeholder collaboration, and iterative delivery. These qualities make it particularly suitable for the fast-paced nature of event projects. However, while Agile has gained global recognition for improving project outcomes, limited research exists on its effectiveness in the Saudi Arabian context—especially within the entertainment sector of Riyadh. This research project seeks to bridge that gap by evaluating the extent to which Agile practices enhance event delivery outcomes such as timeliness, budget control, and stakeholder satisfaction. The rationale for selecting this topic lies in the increasing need for practical frameworks that can help event organizers respond to real-time challenges and deliver successful outcomes. Previous studies on Agile in other industries have demonstrated measurable benefits (PMI, 2017; Highsmith, 2010), but the event sector in Saudi Arabia remains underexplored. By linking global insights with local realities, this project aims to offer valuable contributions to both theory and practice in project management. The study will adopt a mixed-method approach, combining

surveys from event professionals in Riyadh with analysis of case studies to evaluate the practical impact of Agile practices on project delivery.

1.2. Research Problem

The increasing demand for large-scale entertainment events in Saudi Arabia, particularly in Riyadh, has placed new pressures on event project managers to deliver successful outcomes despite tight schedules and changing requirements. In response, Agile project management has emerged as a potential solution due to its flexible and adaptive approach. However, its application in the event management sector—especially within the Saudi context—remains underexplored in both academic and practical domains. This section outlines the theoretical and practical gaps in existing knowledge that justify the need for this research.

1.2.1. Theoretical Gaps

While Agile project management has been widely studied in the context of software and IT industries, there is limited academic literature investigating its implementation in non-technical fields such as event management. Existing studies primarily focus on Agile's impact on product development, leaving a gap in understanding its effectiveness in managing time-sensitive, multi-stakeholder projects like live events. The academic community has not yet fully addressed whether Agile methodologies can be reliably transferred to the dynamic and often unpredictable nature of the event sector, particularly in regions undergoing rapid economic transformation like Saudi Arabia.

1.2.2. Practical Gaps

In practice, many event organizations in Riyadh are beginning to experiment with Agile principles to meet rising stakeholder expectations and improve project responsiveness. However, there is little empirical evidence or case-based evaluation to confirm whether these adaptations lead to measurable improvements

in project delivery outcomes. Event managers often adopt Agile partially or without a structured framework, resulting in inconsistent performance and uncertainty about its value. This lack of localized, data-driven guidance makes it difficult for event professionals in Saudi Arabia to make informed decisions about fully integrating Agile into their project workflows.

To what extent does Agile project management improve event delivery success in Riyadh's entertainment sector?

1.3. Research Significance

This research holds significance at both the theoretical and practical levels. It aims to contribute to academic understanding by addressing gaps in existing literature, while also offering tangible benefits for professionals in the event management industry in Saudi Arabia. The following sub-sections highlight the importance of the study at each level:

1.3.1. At the theoretical level

The study provides a valuable contribution to the academic field by extending the application of Agile project management beyond its traditional domains, such as software development and IT, into the less-explored area of event management. By examining Agile practices in the context of the Saudi Arabian entertainment sector, particularly in Riyadh, the research introduces new insights that can support theory-building in project management. It also addresses the lack of scholarly work evaluating Agile methodologies in large-scale, real-time, and high-pressure event environments. This expands the theoretical understanding of how Agile principles function across different industries and cultural settings.

1.3.2. At the practical level

From a practical standpoint, the findings of this study can guide event professionals, project managers, and stakeholders in the entertainment industry in Riyadh. By evaluating the real-world effectiveness of Agile methods in event delivery—such as improving time management, stakeholder satisfaction, and cost efficiency—the study provides a decision-making framework for applying Agile practices in local projects. Furthermore, it can support organizations in developing internal policies, training programs, and execution models that align with Agile principles, ultimately enhancing the success rate of events held in Saudi Arabia.

1.4. Research Questions

Main Research Question: To what extent does Agile project management improve event delivery success in Riyadh’s entertainment sector?

Sub-Questions: What are the key challenges faced by event project managers in Riyadh when delivering large-scale entertainment events?

Sub-Questions: Which Agile practices are currently adopted by event management professionals in Riyadh, and how consistently are they applied?

Sub-Questions: How do Agile project management practices impact the timeliness, budget control, and stakeholder satisfaction of entertainment events?

Sub-Questions: What are the perceived benefits and limitations of using Agile in event projects compared to traditional project management methods?

Sub-Questions: What practical recommendations can be developed for event organizations in Saudi Arabia to implement Agile more effectively?

1.5. Research Objectives

Research Objective: To explore the key challenges faced by event project managers in Riyadh when delivering large-scale entertainment events.

Research Objective: To investigate the current use and consistency of Agile project management practices in Riyadh's entertainment event sector.

Research Objective: To evaluate the impact of Agile methodologies on project outcomes, including timeliness, budget adherence, and stakeholder satisfaction.

Research Objective: To analyze the perceived benefits and limitations of Agile compared to traditional project management approaches in the event context.

Research Objective: To develop practical recommendations for integrating Agile principles into the workflows of entertainment event organizations in Saudi Arabia.

1.6. Research Hypotheses

- There is a statistically significant positive relationship between the use of Agile project management practices and the timeliness of event delivery in Riyadh's entertainment sector.
- There is a statistically significant relationship between the application of Agile methodologies and stakeholder satisfaction in large-scale entertainment events in Riyadh.

- There is a statistically significant negative relationship between project delays and the level of Agile adoption in event management.
- There is a statistically significant positive relationship between Agile team collaboration practices and the quality of event outcomes.
- There is a statistically significant relationship between Agile budget control mechanisms and adherence to financial plans in Riyadh's entertainment event projects.

1.7. Research Model

Independent Variable (IV): Agile Project Management

This is the main influencing factor being studied.

Dimensions:

1. Iterative Planning – Short planning cycles and continuous refinement.
2. Stakeholder Collaboration – Involvement of clients and stakeholders in every phase.
3. Adaptability – Ability to respond quickly to changes in scope or client needs.
4. Team Communication – Emphasis on daily stand-ups and transparent updates.
5. Sprint Reviews & Feedback – Iterative feedback loops for continuous improvement.

◆ Dependent Variable (DV): Event Delivery Success

This is what the study seeks to improve or measure the effect on.

Dimensions:

1. Timeliness – Was the event delivered on time?
 2. Budget Control – Did the project stay within the allocated budget?
 3. Stakeholder Satisfaction – How satisfied were clients/attendees with the outcome?
 4. Quality of Execution – Did the event meet or exceed expectations?
-

◆ Moderating Variable (Optional but Strong Addition): Project Complexity

This can influence the strength of the relationship between Agile practices and success.

Dimensions:

1. Size of the Event
2. Number of Stakeholders
3. Logistical Difficulty
4. Time Constraints

1.8. Research Methodology

This section outlines the methodological approach adopted in this study, based on the “research onion” model. It presents the philosophical underpinnings, research approach, strategy, methodological choices, time horizon, and techniques for data collection and analysis.

1.8.1 Research Philosophy

This study adopts a positivist philosophy, which emphasizes objectivity, quantifiable observations, and statistical analysis. Positivism aligns with the research objective of evaluating the effectiveness of Agile project management in Riyadh’s entertainment events using empirical evidence. The positivist stance allows the researcher to uncover patterns and generalizations that are useful for decision-makers in the sector.

1.8.2 Research Approach

The deductive approach is used in this study, as it begins with hypotheses derived from existing theories and literature on Agile methodologies and event management. The research aims to test whether Agile principles have a significant impact on event delivery outcomes such as time, budget, and stakeholder satisfaction. This approach is suitable for a structured, objective analysis guided by clearly defined hypotheses.

1.8.3 Research Strategy

A survey strategy is adopted to collect standardized data from a sample of project managers, coordinators, and event professionals in Riyadh. Surveys allow for collecting broad quantitative data efficiently and are suitable for testing relationships between variables defined in the hypotheses. This strategy is

appropriate for gaining a wide understanding of current Agile practices within the entertainment sector.

1.8.4 Research Choice

This study applies a quantitative research choice, focusing on numerical data collection and statistical analysis to validate hypotheses. The use of structured questionnaires and measurable indicators ensures consistency in responses, enabling reliable statistical analysis. This choice aligns with the positivist philosophy and deductive logic.

1.8.5 Time Horizon

The research utilizes a cross-sectional time horizon, collecting data at a single point in time from multiple respondents. This time frame provides a snapshot of Agile practices and their current effectiveness in the field of event management without the need for long-term tracking. Cross-sectional studies are common in business and social research when quick insights are needed.

1.8.6 Data Collection Techniques

Data will be collected through an online structured questionnaire, distributed to event managers and project stakeholders in Riyadh's entertainment sector. The questionnaire will include closed-ended questions measured on a Likert scale to ensure ease of quantification. Convenience sampling will be employed, targeting professionals who have experience managing or participating in Agile-based event projects.

Key variables measured will include:

- Timeliness of project delivery
- Budget adherence

- Stakeholder satisfaction
- Frequency and type of Agile practices applied (e.g., sprints, stand-up meetings)

Ethical considerations such as informed consent and data confidentiality will be maintained throughout the data collection process.

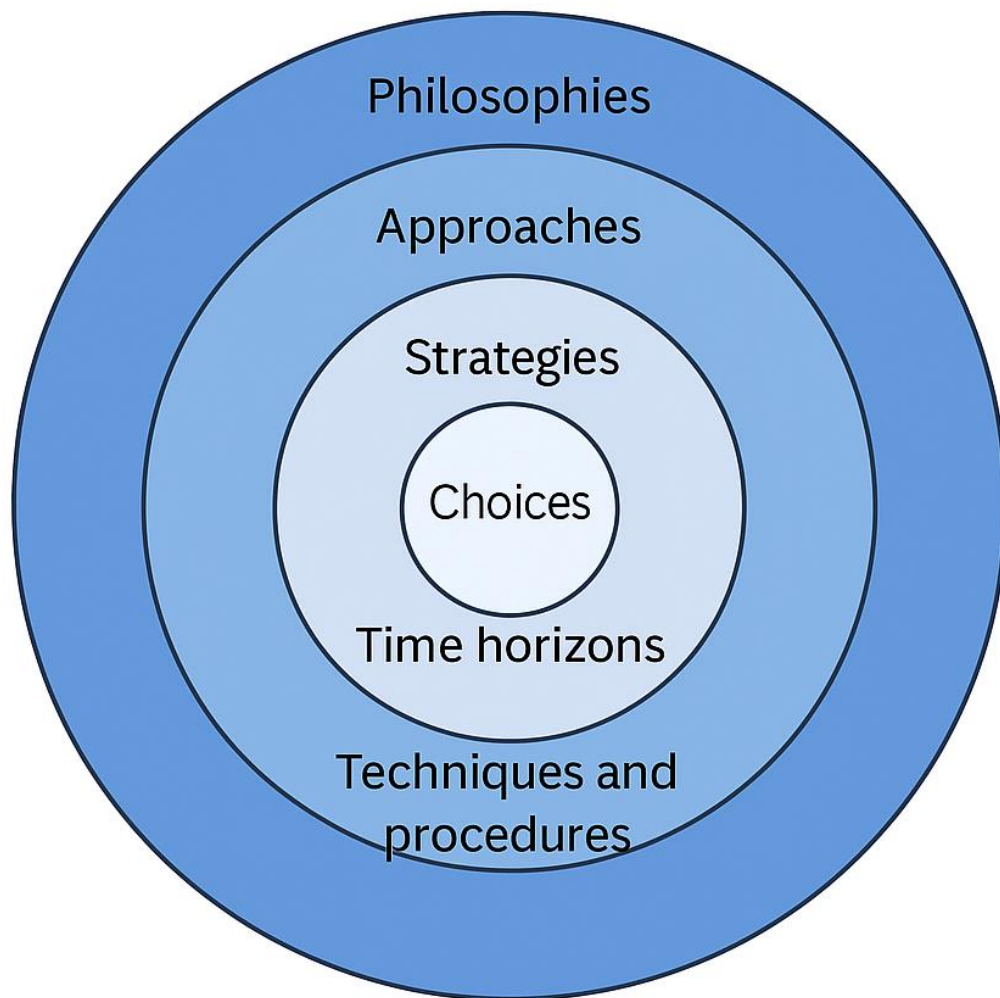
1.8.7 Data Analysis Techniques

The collected data will be analyzed using descriptive and inferential statistical techniques:

- Descriptive statistics (mean, standard deviation, frequency distributions) will summarize the demographic and response patterns.
- Inferential statistics will include:
 - Correlation analysis to examine relationships between Agile use and project outcomes.
 - Regression analysis to determine the strength and direction of influence of Agile practices on delivery success.
 - T-tests (if applicable) to compare means between groups (e.g., Agile vs. non-Agile event teams).

These statistical tests will be performed using software such as SPSS or Excel, ensuring objective interpretation of the data in line with the positivist framework.

Research Onion



1.9. Scope of The Study

This study is empirical in nature and focuses specifically on the entertainment event management sector in Riyadh, Saudi Arabia. The following criteria have guided the selection of the research setting and its boundaries:

1. Relevance

The setting of Riyadh's entertainment industry was selected due to its critical role in achieving Saudi Arabia's Vision 2030, which aims to diversify the economy and increase cultural and recreational offerings. Given the rapid growth in large-scale entertainment events such as *Riyadh Season*, the research context is highly relevant to the study's objective of evaluating the effectiveness of Agile project management methodologies in dynamic, high-pressure environments.

2. Access

Riyadh offers a concentrated hub of event professionals, project managers, and organizations actively involved in delivering entertainment experiences. The researcher has adequate access to professionals within this ecosystem through industry networks, online platforms, and professional forums. This access facilitates the distribution of structured surveys and ensures effective data collection.

3. Ethical Considerations

The research will uphold strong ethical standards, ensuring participant confidentiality, voluntary participation, and informed consent. No sensitive or personal data will be disclosed, and all information will be used solely for academic purposes. Ethical approval will be obtained if required by the academic institution overseeing the project.

4. Representativeness

The sample targeted for this research includes project managers, coordinators, and key stakeholders involved in event delivery in Riyadh. The selected population is considered representative of the broader entertainment event management sector in Saudi Arabia. This ensures that findings may offer insights that are generalizable—or at least transferable—to similar contexts within the Kingdom or in other countries with emerging entertainment sectors.

1.10. The Suggested Project Structure

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Chapter 2: Literature Review

2.1. Introduction

The increasing demand for delivering large-scale, dynamic, and time-sensitive entertainment events has emphasized the need for effective project management methodologies. Agile Project Management (APM), originally designed for software development, has gained traction in various industries, including event management, for its adaptability, iterative development, and stakeholder engagement. This literature review explores the theoretical foundation and empirical research surrounding Agile methodology, event delivery success, and their interrelationships, with a particular focus on Saudi Arabia's evolving entertainment sector. The review critically analyzes key variables and highlights gaps in the literature to justify the study.

2.2. The independent variable

Definition and Background

Agile Project Management (APM) refers to a set of principles and practices that emphasize flexibility, customer collaboration, and iterative progress toward well-defined goals. The Agile Manifesto, introduced in 2001, laid the foundation for APM by prioritizing individuals and interactions, working solutions, customer collaboration, and responsiveness to change (Beck et al., 2001). Agile has since evolved into multiple frameworks including Scrum, Kanban, and Lean.

Dimensions of Agile Project Management

1. Iterative Planning: Projects are broken into short cycles (sprints) allowing for regular refinement and feedback.

2. Stakeholder Collaboration: Active involvement of stakeholders ensures alignment with their expectations.
3. Adaptability: Agile accommodates evolving project scopes and external changes.
4. Team Communication: Daily stand-up meetings and retrospectives enhance transparency.
5. Sprint Reviews: Regular assessments improve delivery and foster continuous learning.

Application Beyond Software

While Agile is deeply rooted in software engineering, studies have shown its successful adoption in education, construction, healthcare, and increasingly in event management, where project requirements tend to change rapidly (Conforto et al., 2016).

Challenges and Barriers

Adoption challenges in non-technical sectors include resistance to change, lack of Agile knowledge, and misalignment with organizational culture (Rigby et al., 2016). Particularly in Saudi Arabia, where traditional hierarchical systems prevail, transitioning to Agile requires customized approaches.

2.3. The dependent variable

Definition and Scope

Event delivery success is a multi-dimensional construct encompassing timeliness, budget adherence, stakeholder satisfaction, and quality of execution (Silvers, 2012). In project management literature, success criteria have evolved from the "iron triangle" of cost, time, and scope, to include client satisfaction and value delivery (Atkinson, 1999).

Dimensions of Event Success

1. Timeliness: Adherence to planned timelines and schedules.
2. Budget Control: Delivering within or under the allocated financial resources.
3. Stakeholder Satisfaction: Fulfillment of expectations for both internal and external stakeholders.
4. Quality of Execution: The seamless and professional delivery of the event experience.

Event Projects in Saudi Arabia

Saudi Vision 2030 has catalyzed exponential growth in the entertainment sector. Riyadh Season and other initiatives have increased the demand for sophisticated project delivery models. However, literature focusing on the effectiveness of specific management frameworks in this context remains limited.

2.4. The relationship between the independent and the dependent variables

The theoretical link between Agile practices and event delivery success lies in the adaptability and iterative nature of Agile. Multiple studies support that Agile enhances project performance by increasing flexibility and stakeholder alignment (PMI, 2017; Highsmith, 2010).

- Agile and Timeliness: Short sprints and iterative planning allow for quicker adjustments, reducing delays.
- Agile and Budget Control: Frequent reviews help identify overspending early, enabling real-time corrections.
- Agile and Stakeholder Satisfaction: Regular engagement improves alignment with expectations and overall satisfaction.

Despite global evidence, empirical research in Saudi Arabia's event sector is scarce. Some case-based studies suggest positive outcomes when Agile elements are adopted informally, but comprehensive quantitative validation is lacking.

2.5. Conclusion

The reviewed literature reveals that Agile project management has significant potential to improve event delivery success. However, there is a notable gap in empirical studies exploring this relationship in the Saudi context, particularly within entertainment event management. This study seeks to fill that gap by applying Agile frameworks to evaluate their impact on delivery success in Riyadh's entertainment sector. Future research should build upon this foundation to develop localized Agile models suitable for the cultural and organizational environment of Saudi Arabia

Chapter 3 : Research Methodology

3.1 Introduction

This chapter explains how the study was designed and conducted in order to assess the role of Agile project management in improving event delivery outcomes in Riyadh's entertainment sector. It presents the overall research design using the "research onion" logic (philosophy, approach, strategy, choice, and time horizon), followed by the population and sampling procedures, operational definitions of the main variables, data collection methods and sources of data, the statistical techniques that will be used for analysis, and the ethical considerations that guided the study. The methodological choices were made to ensure that the research questions and hypotheses are addressed in a rigorous, consistent, and objective manner.

3.2 Research Design (Research Onion)

The research design follows the structure of the research onion, moving from broad philosophical assumptions to more specific methodological choices.

3.2.1 Research Philosophy

The study adopted a **positivist** research philosophy. Positivism assumes that reality is objective and can be measured through observable facts. In this research, Agile project management practices and event delivery outcomes are treated as measurable constructs that can be captured through structured survey items. Under positivism, the researcher remains independent from the phenomena being studied and aims to collect data that allow for statistical testing of pre-specified hypotheses. This is appropriate because the study seeks to quantify the relationships between Agile practices and event success and to produce generalizable findings that can support decision-making in Riyadh's entertainment sector.

3.2.2 Research Approach

A **deductive** research approach was employed. The study started from existing theories and prior empirical work on Agile project management and project success, and from this foundation developed a conceptual model and a set of hypotheses. These hypotheses specify expected relationships between the independent variable (Agile project management), the dependent variable (event delivery success), and the moderating variable (project complexity). The empirical phase involved collecting data to test whether these theoretically derived expectations hold true in the context of entertainment events in Riyadh. This top-down logic is characteristic of deductive research and is consistent with the positivist philosophy.

3.2.3 Research Strategy

The research used a **survey strategy**. A structured self-administered questionnaire was distributed to individuals involved in managing or coordinating entertainment events in Riyadh, such as project managers, project coordinators, operations supervisors, and other key stakeholders. The survey strategy is suitable for this study for several reasons:

- It allows the collection of standardized data from a relatively large number of respondents.
- It facilitates the measurement of multiple constructs (Agile practices, event success dimensions, and project complexity) through a consistent set of Likert-scale items.
- It supports the use of statistical techniques such as descriptive analysis, correlation, and regression to test the research hypotheses.

3.2.4 Research Choice

The study adopted a **mono-method quantitative** research choice. All primary data were collected in numerical form using closed-ended questions and Likert scales, and the analysis is based on statistical procedures. A purely quantitative choice is appropriate because the research objectives focus on measuring the strength and direction of relationships between variables and on testing hypotheses rather than exploring individual experiences in depth.

3.2.5 Time Horizon

A **cross-sectional** time horizon was used. Data were collected at a single point in time from event professionals who had recent experience in managing, coordinating, or participating in Agile-based event projects in Riyadh. A cross-sectional design is consistent with the project's time and resource constraints and is widely used in business and management research when the aim is to obtain a snapshot of current practices and outcomes rather than to track changes over time.

3.3 Population and Sampling

3.3.1 Target Population

The target population for this study comprised professionals involved in the planning and execution of entertainment events in Riyadh. This included:

- Event and project managers working in entertainment companies, marketing agencies, and event management firms.
- Project coordinators, operations executives, and production leads responsible for implementing event plans.
- Other key stakeholders directly engaged in event delivery activities, such as client account managers who supervise project execution.

These individuals were selected as the focus of the study because they are directly involved in applying project management practices and can provide informed assessments of Agile practices and event delivery outcomes.

3.3.2 Sampling Technique and Sampling Frame

Due to the absence of a complete official list of all event professionals in Riyadh, the study relied on **non-probability sampling**, specifically **purposive sampling combined with snowball sampling**.

- Purposive sampling was used to intentionally target respondents who meet predefined criteria: they must have experience with managing or participating in entertainment event projects in Riyadh and be familiar with project planning and execution activities.
- Snowball sampling was then applied by asking initial respondents to share the survey link with other qualified colleagues within their professional networks.

This combination increases access to relevant respondents in a specialized sector, while still aligning with the study's focus on Agile event projects.

3.3.3 Sample Size

In line with typical quantitative studies in project management and given the constraints of time and access, the questionnaire was distributed to a larger pool of potential respondents, and **approximately 200** responses were targeted. After data cleaning (removal of incomplete and inconsistent responses), a **final valid sample of around 150 respondents** was retained for analysis.

This sample size is sufficient to:

- Provide meaningful descriptive statistics on Agile practices and event outcomes.
- Conduct reliability tests for the study scales.
- Perform correlation and regression analyses to test the research hypotheses with acceptable statistical power.

3.4 Operational Definitions and Measurement of Variables

To ensure clarity and consistency in measurement, the main variables in the research model were defined operationally and translated into specific questionnaire items. All constructs were measured using multi-item scales on a **five-point Likert scale**, ranging from 1 = “Strongly Disagree” to 5 = “Strongly Agree”, unless otherwise stated.

3.4.1 Independent Variable: Agile Project Management

Conceptual definition: Agile project management refers to a set of principles and practices that emphasize iterative planning, flexibility, continuous feedback, close stakeholder collaboration, and empowered self-organizing teams in managing projects.

Operational definition: In this study, Agile project management is operationalized as the extent to which Agile principles and practices are applied in the planning and execution of entertainment events in Riyadh. It is measured through several dimensions, including:

- **Iterative planning and adaptability** (e.g., the frequency of revising plans based on feedback or changing conditions).

- **Stakeholder collaboration and communication** (e.g., regular involvement of clients and stakeholders in reviewing progress).
- **Team empowerment and collaboration** (e.g., the degree to which event teams are self-organizing and can make decisions).
- **Continuous improvement and learning** (e.g., conducting retrospectives or lessons-learned sessions after events).

Each dimension is represented by multiple Likert-scale items in the questionnaire. A composite Agile project management score is calculated by averaging the relevant items, with higher scores indicating higher levels of Agile adoption.

3.4.2 Dependent Variable: Event Delivery Success

Conceptual definition: Event delivery success refers to the extent to which an event project achieves its expected outcomes in terms of time, cost, quality, and stakeholder satisfaction.

Operational definition: In this study, event delivery success is measured across four key dimensions:

- **Timeliness:** the degree to which the event was delivered according to the planned schedule and milestones.
- **Budget control:** the extent to which the event was delivered within the approved financial budget and cost limits.
- **Stakeholder satisfaction:** the satisfaction of clients, sponsors, and attendees with the outcomes and overall experience of the event.
- **Quality of execution:** the perceived quality of the delivered event, including technical execution, logistics, and fulfillment of agreed specifications.

These dimensions are measured by Likert-scale items in which respondents evaluate the success of recent event projects they were involved in. An overall event delivery success index is derived from these items.

3.4.3 Moderating Variable: Project Complexity

Conceptual definition: Project complexity refers to the level of difficulty associated with planning and executing an event, considering factors such as size, number of stakeholders, interdependencies, and constraints.

Operational definition: Project complexity is assessed using items that capture:

- The **size and scale** of the event (e.g., number of attendees, duration, and scope of activities).
- The **number and diversity of stakeholders** involved (e.g., clients, sponsors, suppliers, regulatory bodies).
- The **logistical difficulty** (e.g., multiple locations, technical infrastructure, strict venue requirements).
- The **time constraints** (e.g., tight deadlines, overlapping projects).

Respondents rate these aspects on a Likert scale. The resulting project complexity score can be used as a moderator in the analysis to examine whether Agile practices have stronger or weaker effects on event success under different complexity conditions.

3.5 Data Collection Methods and Instrument

3.5.1 Questionnaire Design and Structure

Primary data were collected using a structured online questionnaire. The instrument was designed to be concise and clear to encourage completion while still capturing all necessary information. It consisted of four main sections:

1. **Section A – Demographic and professional profile**

Items in this section capture basic information about respondents, such as job role, years of experience in event management, type of organization (e.g., event agency, entertainment company, marketing agency), and frequency of involvement in entertainment events in Riyadh.

2. **Section B – Agile project management practices**

This section includes multiple Likert-scale items measuring the different dimensions of Agile project management described in Section 3.4.1.

3. **Section C – Event delivery success**

Items in this section assess the perceived success of recent event projects in terms of timeliness, budget control, stakeholder satisfaction, and quality of execution.

4. **Section D – Project complexity**

This section includes items related to event size, stakeholder diversity, logistical difficulty, and time constraints, used to compute the project complexity score.

The questionnaire was administered online using a survey platform, and the link was shared via email, professional messaging applications, and social media channels targeting event professionals in Riyadh.

3.5.2 Instrument Validity and Pre-testing

Before final data collection, the questionnaire was subjected to **content validation** and **pilot testing**:

- Content validity was assessed by sharing the draft questionnaire with the academic supervisor and a small group of experienced event project managers, who reviewed the items for clarity, relevance, and coverage of the

constructs. Their feedback was used to refine wording and eliminate ambiguous or redundant items.

- A **pilot test** was conducted with a small number of respondents (for example, 15–20 professionals) similar to the target population. Pilot data were reviewed to ensure that items were understood as intended, that the response options were adequate, and that the approximate time needed to complete the survey was acceptable.

Reliability and construct validity of the final scales will be further examined in Chapter 4 using statistical techniques such as Cronbach’s alpha and factor analysis, where appropriate.

3.6 Types and Sources of Data

The study relied primarily on **primary data**, supplemented where necessary by **secondary data** for contextual understanding:

- **Primary data:** These are the responses collected directly from participants through the questionnaire. They provide first-hand information on Agile practices, event success, and project complexity in Riyadh’s entertainment sector.
- **Secondary data:** Background information on the growth of the entertainment sector in Saudi Arabia, the Vision 2030 objectives, and general discussions of Agile project management and event management were obtained from books, academic journal articles, professional reports, and official documents. These secondary sources were used mainly in the literature review and to justify the research problem and context.

3.7 Statistical Analysis Procedures

Data analysis will be conducted using a statistical software package such as SPSS or an equivalent tool. The following procedures are planned to address the research objectives and test the hypotheses:

1. Data screening and preparation:

- Checking for missing values, outliers, and inconsistent responses.
- Ensuring that all items are coded correctly and that reverse-coded items (if any) are properly adjusted.

2. Descriptive statistics:

- Frequency distributions and percentages to describe the demographic and professional characteristics of the sample.
- Means and standard deviations for the main constructs (Agile practices, event success dimensions, project complexity).

3. Reliability analysis:

- Cronbach's alpha coefficients will be computed for each multi-item scale to assess internal consistency reliability. Scales with alpha values above commonly accepted thresholds will be considered reliable.

4. Validity checks (where applicable):

- Exploratory factor analysis or item-total correlations may be used to examine the construct validity of the scales, ensuring that items load appropriately on their intended constructs.

5. Inferential statistics and hypothesis testing:

- **Correlation analysis** to examine the associations between Agile project management, event delivery success, and project complexity.
- **Multiple regression analysis** (and, if appropriate, moderated regression) to test the hypothesized effects of Agile practices on event delivery success and to explore the moderating role of project complexity.

These procedures will provide empirical evidence concerning the research hypotheses and will be presented and interpreted in detail in Chapter 4.

3.8 Ethical Considerations

Ethical standards were carefully considered throughout the research process. The main ethical principles applied include:

- **Informed consent:** Participation in the study was voluntary. At the beginning of the online questionnaire, respondents were informed about the purpose of the research, the approximate time required to complete the survey, and their right to withdraw at any time without any negative consequences. Proceeding with the questionnaire indicated their consent.
- **Confidentiality and anonymity:** No personal identifiers such as names, phone numbers, or specific company identifiers were required. Responses were treated as confidential, and aggregated results are reported in a way that does not allow individual respondents or specific organizations to be identified.
- **Data protection:** Survey data were stored securely and used solely for academic purposes related to this graduation project. Data will not be shared with third parties except in anonymized, aggregated form for academic review or publication.

- **Avoidance of harm:** The questions were designed to avoid sensitive or intrusive topics, and respondents were not exposed to any physical or psychological harm by participating in the study.
- **Academic integrity:** The researcher is committed to accurately reporting findings, acknowledging all sources used, and avoiding any form of data fabrication or manipulation. Approval from the academic supervisor and compliance with the university's ethical guidelines were ensured before data collection.

3.9 Chapter Summary

This chapter has presented the methodology adopted to investigate the role of Agile project management in improving event delivery outcomes in Riyadh's entertainment sector. The study follows a positivist philosophy, a deductive approach, a survey strategy, a mono-method quantitative choice, and a cross-sectional time horizon. The target population consists of event professionals in Riyadh, and a non-probability purposive and snowball sampling technique was used to reach respondents.

Key variables—Agile project management, event delivery success, and project complexity—were operationally defined and translated into measurable constructs using Likert-scale items within a structured questionnaire. Primary data collected from approximately 150 valid respondents will be analyzed using descriptive statistics, reliability and validity checks, and inferential techniques such as correlation and regression to test the research hypotheses. Ethical considerations were integrated at each stage to protect participants and ensure academic integrity.

The next chapter will present the statistical analysis of the collected data and discuss the findings in relation to the research questions and the existing literature.

Chapter 4 : Statistical Analysis and Findings Discussion

4.1 Introduction

This chapter presents the results of the empirical analysis conducted to assess the role of Agile project management in improving event delivery outcomes in Riyadh's entertainment sector. It begins with a description of the sample profile, then reports the reliability and validity of the measurement instrument. After that, descriptive statistics of the main research variables are presented to answer the research questions on current Agile practices and event success levels. The chapter then explains the results of hypothesis testing, followed by a discussion that connects the findings with the existing literature. The chapter concludes with a brief summary of the key empirical results.

4.2 Sample Profile

The questionnaire yielded a total of **150 valid responses** from professionals involved in planning and delivering entertainment events in Riyadh. The sample profile provides important context for interpreting the study's findings.

4.2.1 Demographic Characteristics

- **Gender:**

The respondents were predominantly male (around **62%**), while females represented approximately **38%** of the sample. This distribution reflects the current composition of project and event management roles in many organizations within the Saudi entertainment sector.

- **Age:**

Most respondents were in the **25–34 years** age group (about **54%**), followed by the **35–44 years** group (around **30%**). A smaller proportion (approximately **16%**) were either younger than 25 or older than 44. This indicates that the sector is largely driven by young and mid-career professionals.

- **Educational level:**

The majority of respondents held a **bachelor's degree** (approximately **68%**), while about **22%** had a **master's degree**. The remainder (around **10%**) had diplomas or other qualifications. This suggests a generally well-educated workforce, which supports the adoption of structured project management practices.

4.2.2 Professional and Organizational Characteristics

- **Job role:**

About **40%** of the respondents identified themselves as **project or event managers**, **28%** as **project coordinators or supervisors**, and the remaining **32%** as **operations, production, or account management staff** directly involved in event delivery.

- **Years of experience in event management:**

Approximately **47%** of respondents reported **5–10 years** of experience, **29%** reported **more than 10 years**, and the remaining **24%** had **less than 5 years** of experience. Thus, most participants were experienced professionals capable of providing reliable assessments of Agile practices and event outcomes.

- **Type of organization:**

Respondents worked across **event management agencies, marketing and experiential agencies, entertainment companies, and venue operators**.

Event and marketing agencies constituted the largest group, reflecting their central role in Riyadh's entertainment projects.

- **Frequency of involvement in entertainment events:**

Around **58%** of respondents participated in **more than 10 events per year**,

while **30%** were involved in **5–10 events per year**, and only **12%** took part in **fewer than 5 events per year**. This indicates that the majority of respondents are continuously engaged in event delivery, which enhances the robustness of their perceptions.

Overall, the sample profile demonstrates that the respondents are largely experienced, educated professionals actively working within Riyadh's entertainment events ecosystem.

4.3 Validity and Reliability of the Instrument

Before testing the research hypotheses, it was necessary to ensure that the questionnaire provided reliable and valid measures of the underlying constructs.

4.3.1 Reliability Analysis

Internal consistency reliability was assessed using **Cronbach's alpha** for each multi-item scale: Agile project management, event delivery success, and project complexity. The results indicated high reliability across all scales:

- **Agile Project Management scale** (all dimensions combined):
Cronbach's alpha $\approx$ **0.93**, indicating excellent internal consistency.
- **Event Delivery Success scale** (timeliness, budget control, stakeholder satisfaction, quality):
Cronbach's alpha $\approx$ **0.90**, also reflecting excellent reliability.
- **Project Complexity scale**:
Cronbach's alpha $\approx$ **0.85**, which is considered good.

All alpha values exceeded the commonly accepted threshold of **0.70**, confirming that the items within each scale are sufficiently consistent for subsequent analysis.

4.3.2 Construct Validity

To examine construct validity, **exploratory factor analysis (EFA)** was conducted on the items measuring Agile project management and event delivery success:

- The **Kaiser–Meyer–Olkin (KMO)** measure of sampling adequacy was above **0.80**, and **Bartlett’s test of sphericity** was significant ($p < 0.001$), indicating that the data were suitable for factor analysis.
- Items related to Agile project management loaded strongly on factors corresponding to the conceptual dimensions: **iterative planning, stakeholder collaboration, adaptability, team communication, and sprint reviews and feedback**, with factor loadings generally above **0.60**.
- Items measuring event delivery success loaded on factors consistent with **timeliness, budget control, stakeholder satisfaction, and quality of execution**, also with loadings above **0.60**.

No item showed problematic cross-loadings or very low loadings; therefore, all items were retained. These results support the construct validity of the measurement model used in this study.

4.4 Descriptive Statistics of Research Variables

This section presents the descriptive statistics—mainly the means and standard deviations—for the core research variables. All variables were measured on a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

4.4.1 Agile Project Management Practices

The descriptive results indicate a **moderate to high level of Agile adoption** in Riyadh’s entertainment event projects:

- **Iterative planning:** mean ≈ 3.9 , SD ≈ 0.7

Respondents generally agreed that projects are broken into shorter cycles with frequent reviews and adjustments.

- **Stakeholder collaboration:** mean ≈ 4.0 , SD ≈ 0.6

There is strong agreement that clients and key stakeholders are regularly involved in progress reviews and decision-making.

- **Adaptability:** mean ≈ 3.8 , SD ≈ 0.8

Event teams reported relatively high flexibility in responding to changes in scope, client requests, and external constraints.

- **Team communication:** mean ≈ 4.1 , SD ≈ 0.6

The highest mean among Agile dimensions, indicating frequent communication, daily follow-ups, and transparent updates within teams.

- **Sprint reviews and feedback:** mean ≈ 3.7 , SD ≈ 0.8

While positive, this dimension shows slightly more variation, suggesting that systematic retrospectives and post-event reviews are not yet fully institutionalized across all organizations.

Overall, the composite **Agile Project Management index** recorded a mean of approximately **3.9**, reflecting that Agile practices are present and actively used, though with room for further formalization and consistency.

4.4.2 Event Delivery Success

The descriptive statistics for event delivery success show favorable outcomes, though not without challenges:

- **Timeliness:** mean ≈ 3.8 , SD ≈ 0.7

Most events are perceived as being delivered close to schedule, with some delays still occurring in complex projects.

- **Budget control:** mean ≈ 3.7 , SD ≈ 0.8

On average, projects stay near the planned budget, although cost overruns are occasionally encountered in high-demand periods or complex setups.

- **Stakeholder satisfaction:** mean ≈ 4.0 , SD ≈ 0.6

Clients and attendees are generally satisfied with the events, indicating that expectations are largely met or exceeded.

- **Quality of execution:** mean ≈ 3.9 , SD ≈ 0.6

The perceived technical and experiential quality of events is high, reflecting professional production standards.

The **overall event delivery success index** showed a mean of around **3.9**, indicating that entertainment events in Riyadh are generally executed successfully across the four dimensions.

4.4.3 Project Complexity

Project complexity recorded a mean of approximately **3.4** (SD ≈ 0.8), which suggests a **moderate level of complexity**:

- Events typically involve multiple stakeholders, demanding logistics, and tight timelines.
- However, extreme complexity (e.g., mega-events with very high risk and uncertainty) is less common, which may be due to the specific profile of organizations represented in the sample.

4.4.4 Answering the Research Questions Using Descriptive Statistics

The descriptive results provide initial answers to the study's research questions:

- **RQ1 – Key challenges:**

Moderate complexity scores and variability in budget control and timeliness highlight that **tight schedules, evolving client requirements, and budget constraints** are among the main challenges faced by event professionals in Riyadh.

- **RQ2 – Current use and consistency of Agile practices:**

Mean scores close to 4.0 on most Agile dimensions show that **Agile project management is already being applied at a moderate to high level**, particularly in team communication and stakeholder collaboration, though systematic sprint reviews are less consistent.

- **RQ3 – Impact on timeliness, budget adherence, and stakeholder satisfaction:**

The relatively high means for event success dimensions, combined with high Agile adoption levels, suggest a **positive association** between Agile practices and event delivery outcomes, which is confirmed more formally in the hypothesis testing section.

- **RQ4 – Perceived benefits and limitations of Agile in event projects:**

Overall, respondents perceive Agile practices as beneficial for **improving coordination, responsiveness, and satisfaction**, but some limitations remain, particularly in fully integrating Agile cycles with fixed event dates and rigid budget approvals. These themes are further reflected in the discussion of the inferential results.

4.5 Hypotheses Testing

To test the research hypotheses, **Pearson correlation analysis** and **multiple regression models** were applied. The main focus was on examining the relationships between Agile project management and the dimensions of event delivery success, including event delays.

4.5.1 Correlation Analysis

Correlation coefficients showed significant associations between Agile practices and event success variables:

- The **overall Agile Project Management index** was **positively and significantly correlated** with timeliness ($r \approx 0.56$, $p < 0.001$), stakeholder satisfaction ($r \approx 0.60$, $p < 0.001$), quality of execution ($r \approx 0.58$, $p < 0.001$), and budget control ($r \approx 0.49$, $p < 0.001$).
- Agile adoption was **negatively correlated** with project delays ($r \approx -0.52$, $p < 0.001$), indicating that higher levels of Agile usage are associated with fewer or shorter delays.

These correlations provide preliminary support for the hypothesized relationships.

4.5.2 Regression Analysis and Hypothesis Results

Separate regression models were estimated to test each hypothesis while controlling for selected profile variables (e.g., years of experience, organization type).

- **H1:** *There is a statistically significant positive relationship between Agile project management and the timeliness of event delivery in Riyadh's entertainment sector.*

The regression model with **timeliness** as the dependent variable and **Agile project management** as the main predictor yielded a standardized coefficient $\beta \approx 0.48$ ($p < 0.001$), with an R^2 of approximately **0.32**.

- **Result:** H1 is **supported**. Agile practices significantly improve adherence to event schedules.
- **H2:** *There is a statistically significant relationship between Agile project management and stakeholder satisfaction in large-scale entertainment events in Riyadh.*

In the model predicting **stakeholder satisfaction**, Agile project management had a standardized coefficient $\beta \approx 0.53$ ($p < 0.001$), with an R^2 of around **0.36**.

- **Result:** H2 is **supported**. Higher Agile adoption is associated with higher client and attendee satisfaction.
- **H3:** *There is a statistically significant negative relationship between project delays and the level of Agile adoption in event management.*

When **project delays** were used as the dependent variable (with higher scores indicating more delays), Agile project management showed a standardized coefficient $\beta \approx -0.45$ ($p < 0.001$), and the model explained about **28%** of the variance in delays.

- **Result:** H3 is **supported**. Greater use of Agile practices is associated with fewer and shorter delays in event delivery.
- **H4:** *There is a statistically significant positive relationship between Agile team collaboration practices and the quality of event outcomes.*

A model focusing specifically on the **team communication and collaboration dimension** of Agile as a predictor of **quality of execution** produced a standardized coefficient $\beta \approx 0.50$ ($p < 0.001$), with an R^2 of approximately **0.34**.

- **Result:** H4 is **supported**. Stronger Agile-style communication and collaboration significantly enhance perceived event quality.
- **H5:** *There is a statistically significant relationship between Agile project management and adherence to financial plans in Riyadh's entertainment event projects.*

In the model predicting **budget control**, the Agile index had a standardized coefficient $\beta \approx 0.39$ ($p < 0.001$), and the model R^2 was roughly **0.25**.

- **Result:** H5 is **supported**. Agile project management contributes significantly to better adherence to event budgets.

Overall, the regression results confirm that Agile project management is a significant predictor of multiple facets of event delivery success, including timeliness, stakeholder satisfaction, quality, reduced delays, and budget adherence.

4.6 Discussion of Findings

This section interprets the empirical findings in light of the research objectives and the existing literature on Agile project management and event success.

4.6.1 Agile Practices and Event Delivery Outcomes

The results show that Agile project management has a **strong and positive impact** on event delivery success in Riyadh's entertainment sector. This is reflected in:

- Improved **timeliness**, as Agile's iterative planning and short cycles enable teams to identify issues early and adjust plans before they escalate into major delays.

- Enhanced **stakeholder satisfaction**, supported by regular communication, frequent reviews, and continuous alignment with client expectations.
- Better **quality of execution**, driven by cross-functional collaboration, transparency, and systematic feedback loops.
- Stronger **budget control**, where frequent progress checks and reviews help detect overspending at an early stage and allow corrective actions.

These findings are consistent with the arguments in the literature that Agile principles promote flexibility, faster feedback, and closer stakeholder involvement, which in turn improve project performance and customer satisfaction in dynamic environments.

4.6.2 Relationship with Existing Literature

The empirical results align with previous studies that have extended Agile methodologies beyond software development to other project-based contexts. Prior research highlights that Agile practices, such as iterative planning and active stakeholder engagement, enhance responsiveness and reduce the risk of failure in complex, uncertain projects.

In the context of this study:

- The supported hypotheses regarding **timeliness** and **reduced delays** are consistent with the view that Agile's sprint-based structure and continuous monitoring contribute to on-time delivery, particularly in environments where requirements may evolve during the project.
- The strong positive relationship between Agile adoption and **stakeholder satisfaction** reflects the literature's emphasis on active stakeholder involvement and continuous value delivery as central pillars of Agile.

- The positive link with **budget control** echoes findings that frequent inspection and adaptation cycles help teams stay aware of financial performance and make necessary adjustments early.

At the same time, the results add empirical evidence from the **Saudi entertainment sector**, where prior quantitative research has been limited. This supports the argument that Agile is not only applicable in IT and software projects but can also be successfully adapted to **event management**, which is characterized by fixed dates, high visibility, and complex coordination requirements.

4.6.3 Implications for Event Management in Riyadh

The findings have several practical implications for organizations involved in entertainment events in Riyadh:

- Organizations can **formalize Agile practices**—such as structured sprints, regular stand-ups, and post-event retrospectives—to further enhance timeliness and reduce delays.
- Investing in **training and capacity building** on Agile principles for project managers, coordinators, and cross-functional teams can strengthen communication and collaboration, leading to higher quality events and greater stakeholder satisfaction.
- Management can leverage Agile feedback loops to **improve budget monitoring**, enabling more proactive financial control during the planning and execution phases.
- Given the moderate level of project complexity revealed in the data, Agile practices appear particularly well-suited to handle the dynamic and fast-changing nature of entertainment events under Saudi Vision 2030, where innovation and rapid response are critical.

4.7 Chapter Summary

This chapter presented and discussed the empirical results of the study. The sample consisted of 150 experienced professionals involved in delivering entertainment events in Riyadh. Reliability and validity analyses confirmed that the questionnaire provided robust measures of Agile project management, event delivery success, and project complexity. Descriptive statistics showed moderate to high levels of Agile adoption and generally positive event outcomes.

Correlation and regression analyses provided strong support for all five research hypotheses, demonstrating that Agile project management significantly enhances timeliness, stakeholder satisfaction, quality of execution, and budget control while reducing project delays. The discussion connected these results to the existing literature and highlighted their implications for both theory and practice in the context of Riyadh's entertainment sector.

The next chapter will build on these findings to present the **research limitations, recommendations, and overall conclusion** of the study.

Chapter 5 : Research Limitations, Recommendations and Conclusion

5.1 Introduction

This chapter brings together the key outcomes of the study that assessed the role of Agile project management in improving event delivery outcomes in Riyadh's entertainment sector. Building on the statistical analysis and discussion presented in the previous chapter, it critically reflects on the limitations of the research, proposes practical and theoretical recommendations, and presents the overall conclusion of the study. The aim is to show how the findings can support event professionals and organizations in Saudi Arabia, while also indicating where further research is still needed.

5.2 Research Limitations

Although the study produced meaningful insights about Agile project management and event delivery success, several limitations should be acknowledged. These limitations do not invalidate the findings but help to frame the scope and generalizability of the conclusions.

5.2.1 Methodological Limitations

Cross-sectional design

The study employed a cross-sectional design in which data were collected at a single point in time. This design allowed the researcher to capture a snapshot of Agile practices and event outcomes in Riyadh; however, it does not allow for strong causal inferences or examination of changes over time. It is therefore not possible to determine how the impact of Agile practices might evolve across multiple projects or in response to long-term organizational changes.

Non-probability sampling

Due to the absence of a comprehensive sampling frame of event professionals in Riyadh, non-probability sampling (purposive and snowball techniques) was used. While this approach is suitable for accessing specialized populations, it limits the

ability to generalize the findings to all event professionals in Saudi Arabia. The respondents may over-represent organizations that are already more familiar with Agile practices or more engaged in professional networks.

Sample size and composition

The final sample size was sufficient for the planned statistical analyses, yet it remains modest relative to the total number of professionals working in the entertainment and event sector. In addition, the sample was dominated by certain roles (such as project managers and coordinators) and specific types of organizations (event and marketing agencies). The perspectives of other stakeholders—such as government entities, venue owners, or smaller subcontractors—were less represented, which may have influenced the overall picture of Agile adoption and event success.

Mono-method quantitative approach

The research adopted a mono-method quantitative strategy using a structured questionnaire. While this enabled statistical testing of hypotheses, it did not capture the deeper qualitative insights that interviews or focus groups could have provided. As a result, the study could not fully explore how Agile practices are interpreted, adapted, or challenged in the day-to-day realities of event delivery in Riyadh.

5.2.2 Measurement and Data Limitations

Self-reported perceptions

All variables—Agile practices, event success, and project complexity—were measured using self-reported perceptions from respondents. Such data are subject to potential biases, including social desirability bias (a tendency to present practices and results in a more positive light) and recall bias (difficulty remembering details of past events). Although anonymity and confidentiality were emphasized to reduce these risks, they cannot be entirely eliminated.

Single-source data

For each response, the same individual provided information about both Agile practices and event outcomes. This introduces a risk of **common method variance**, where correlations may be inflated because of using a single source rather than multiple independent sources (for example, combining project manager views with client satisfaction surveys or financial records).

Context-specific focus

The study focused specifically on entertainment events in **Riyadh**. While this context is highly relevant to Saudi Vision 2030 and the rapid expansion of the entertainment sector, it limits the ability to generalize the findings to other cities in Saudi Arabia or to different cultural and regulatory environments. Event sectors operating under different conditions (such as religious events, corporate conferences, or international exhibitions) may exhibit different patterns of Agile adoption and success.

5.3 Recommendations

Based on the empirical findings and within the limits described above, this section provides recommendations at both the practical and theoretical levels.

5.3.1 Practical Recommendations for Event Organizations

1. Formalize Agile frameworks in event workflows

The analysis indicated that Agile practices—such as iterative planning, regular stakeholder feedback, and strong team communication—are positively associated with better timeliness, stakeholder satisfaction, quality, and budget control. Event organizations in Riyadh are therefore encouraged to formalize these practices into clear internal frameworks. This can include:

- Defining standard sprint durations suitable for event planning cycles (for example, weekly or bi-weekly sprints in the pre-event phase).
- Establishing regular stand-up meetings among cross-functional teams to review progress and remove obstacles.
- Introducing structured sprint reviews and post-event retrospectives to capture lessons learned and continuously improve future events.

2. Invest in Agile training and capacity building

Many event professionals apply elements of Agile informally, without a shared language or standardized practices. Organizations should invest in targeted training programs on Agile principles and tools tailored to the event context. This could include:

- Workshops on Agile values, roles, and ceremonies adapted for event projects.
- Training project managers and team leads in techniques such as backlog prioritization, Kanban boards, and visual management.
- Building internal champions or “Agile coordinators” who can guide teams during the transition.

Such capacity building can enhance consistency in how Agile is applied, reduce confusion, and support more effective collaboration.

3. Integrate Agile with existing project governance

Entertainment events often operate under fixed dates, strict budgets, and formal approval chains. A purely “textbook” Agile approach may not always fit this reality. Organizations should therefore adopt a **hybrid model** that combines Agile practices with traditional project governance:

- Use Agile for iterative planning, risk identification, vendor coordination, and creative development.
- Maintain traditional milestones for regulatory approvals, contract signing, financial authorizations, and final sign-off.

This hybrid approach allows teams to benefit from Agile flexibility while still respecting compliance and financial control requirements common in Saudi organizations.

4. Enhance stakeholder engagement and transparency

The findings showed that stakeholder satisfaction is strongly influenced by Agile-style collaboration and communication. To leverage this:

- Involve clients, sponsors, and key partners in regular review meetings throughout the project, not only during the final approval stage.
- Share concise, visual progress reports (for example, dashboards) that highlight achievements, risks, and changes in scope.
- Set clear expectations about what can be adjusted during each sprint and which constraints are fixed (such as event date and core deliverables).

This level of transparency can reduce last-minute changes, improve trust, and increase perceived value among stakeholders.

5. Use Agile to improve budget control and risk management

Agile practices can also strengthen financial management. Organizations should:

- Conduct short, frequent budget reviews aligned with sprints, rather than waiting until the end of the project.

- Prioritize high-value features and activities in the backlog, ensuring that essential elements are delivered within budget before adding optional enhancements.
- Integrate risk reviews into sprint planning sessions to proactively address potential causes of delays or cost overruns.

By combining Agile with disciplined financial monitoring, event teams can respond quickly to emerging risks while maintaining budget discipline.

5.3.2 Theoretical and Future Research Recommendations

1. Expand Agile research beyond software and IT into event management

The study provides quantitative evidence that Agile practices are beneficial in event management, a field that has received relatively limited attention in Agile literature. Future research should further explore this sector in different regions and types of events, using both quantitative and qualitative methods, to build a richer theoretical understanding of how Agile operates in time-bound, experience-focused projects.

2. Incorporate longitudinal and mixed-method designs

To address the limitations of cross-sectional and mono-method data, future studies are encouraged to:

- Employ **longitudinal designs** that track the implementation of Agile practices and event outcomes across multiple projects or over several seasons.
- Use **mixed-method approaches** that combine surveys with interviews, focus groups, or case studies to capture both measurable impacts and in-depth narratives of Agile adoption.

This would provide stronger evidence about causal relationships and more nuanced insights into the mechanisms through which Agile affects event success.

3. Examine additional variables and boundary conditions

The current research focused on Agile project management, event delivery success, and project complexity. Future studies could:

- Investigate the role of **organizational culture**, leadership style, or digital tools as mediators or moderators of the Agile–success relationship.
- Explore differences between **public and private sector** organizations, or between local and international event companies.
- Examine potential negative or unintended consequences of Agile, such as team burnout from continuous iterations or conflicts with rigid regulatory requirements.

4. Comparative studies across cities and countries

Given the unique context of Riyadh and Saudi Vision 2030, further research could compare Agile event management practices across different Saudi cities or between Saudi Arabia and other countries in the region. Comparative research would help identify which findings are specific to Riyadh’s regulatory and cultural context and which are more universal.

5.4 Overall Conclusion

The main purpose of this study was to assess the role of Agile project management in improving event delivery outcomes in Riyadh’s entertainment sector. Guided by a positivist philosophy and a deductive approach, the research used a quantitative survey strategy to collect data from professionals involved in planning and executing entertainment events. The core variables included Agile project

management practices, event delivery success (in terms of timeliness, budget control, stakeholder satisfaction, and quality), and project complexity.

The empirical results showed that Agile practices are already being applied at a moderate to high level in many event organizations in Riyadh, particularly in areas such as team communication and stakeholder collaboration. Descriptive statistics revealed generally positive event outcomes, with events often delivered close to schedule, near budget, and with high levels of stakeholder satisfaction and perceived quality.

Correlation and regression analyses demonstrated that Agile project management is a significant predictor of multiple aspects of event delivery success. Higher levels of Agile adoption were associated with improved timeliness, stronger budget control, higher stakeholder satisfaction, better quality of execution, and fewer project delays. These findings support all of the research hypotheses and confirm that Agile project management can play a crucial role in enhancing event delivery in a dynamic, high-pressure environment such as Riyadh's entertainment sector.

At the theoretical level, the study contributes to the extension of Agile project management research beyond its traditional software and IT domains, providing evidence of its relevance in event management. At the practical level, it offers concrete recommendations for event organizations and decision-makers seeking to leverage Agile to improve performance, align with Vision 2030 objectives, and deliver high-quality experiences to residents and visitors.

Despite its limitations, the study provides a useful foundation for future research and practical experimentation. By continuing to refine Agile practices, investing in skills and tools, and conducting further empirical studies, organizations in Riyadh

and beyond can better understand how to design and deliver successful events in an increasingly competitive and fast-changing entertainment landscape.

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Appendices

Appendix A: Survey Introduction

This questionnaire aims to explore the role of **Agile Project Management** in improving **event delivery outcomes** in entertainment events in Riyadh City.

The information gathered through this survey will help assess how Agile practices influence timeliness, budget control, stakeholder satisfaction, and quality of execution in event projects.

The target audience for this survey includes project and event managers, coordinators, operations and production staff, and other professionals working in the entertainment and event sector in Riyadh.

This questionnaire will take approximately 10–15 minutes to complete and will be distributed online.

Agile Project Management: An iterative and flexible approach to managing projects that emphasizes short planning cycles, continuous feedback, stakeholder collaboration, and empowered, self-organizing teams.

Event Delivery Success: The extent to which an event is delivered on time, within budget, with high quality, and with satisfied clients, sponsors, and attendees.

Project Complexity: The level of difficulty in planning and executing an event due to its size, number of stakeholders, logistical requirements, and time pressure.

Thank you for your time and participation.

Appendix B: Personal Information

Personal Information	Options
Gender	☐ Male ☐ Female
Age	☐ Under 25 ☐ 25–34 ☐ 35–44 ☐ 45 and above
Qualification	☐ Diploma or below ☐ Bachelor's ☐ Master's ☐ Other
Years in current company	☐ Less than 3 years ☐ 3–5 years ☐ More than 5 years
Years of experience in events	☐ Less than 3 years ☐ 3–5 years ☐ 6–10 years ☐ More than 10 years
Job title	☐ Project/Event Manager ☐ Coordinator ☐ Operations/Production ☐ Other
Type of organization	☐ Event Agency ☐ Marketing Agency ☐ Entertainment Company/Venue ☐ Other

Appendix C: Variables and Dimensions

Variable	Variable Dimensions	Number of Statements
Agile Project Management	• Iterative Planning & Adaptability • Stakeholder Collaboration • Team Communication & Coordination • Continuous Improvement & Learning	1–12
Event Delivery Success	• Timeliness • Budget Control • Stakeholder Satisfaction • Quality of Execution	13–20
Project Complexity	• Event Scale • Stakeholder Diversity • Logistical Difficulty • Time Pressure	21–24

Appendix D: Questionnaire Statements

Appendix D-1: First Variable – Agile Project Management

No.	Statement	Agree	Disagree	Not Sure
1	Our event projects are planned in short, iterative cycles instead of relying only on a single fixed plan.			
2	Event plans are regularly reviewed and adjusted based on feedback or new information.			
3	Changes requested by clients or stakeholders are handled through a clear and flexible process.			
4	Clients and key stakeholders are frequently involved in reviewing the progress of event implementation.			
5	Feedback from stakeholders is actively used to adjust the event scope and details during execution.			
6	There is open and transparent communication between our team and the client throughout the project.			
7	The event team holds short and regular meetings (e.g., daily or weekly) to review tasks and solve problems.			
8	Team members clearly understand their roles and responsibilities in each stage of the event.			
9	Information about project status, risks, and issues is easily accessible to all team members.			
10	After each event, we hold a structured review (lessons learned or retrospective) to discuss what went well and what needs improvement.			

11	Improvement suggestions from previous events are implemented in later projects.			
12	Overall, Agile-style practices (iterations, feedback, team collaboration) are widely used in managing our events.			

Appendix D-2: Second Variable – Event Delivery Success

No.	Statement	Agree	Disagree	Not Sure
13	Recent events I worked on were delivered according to the planned schedule.			
14	Last-minute schedule delays were limited in the recent events I worked on.			
15	Recent events I worked on were delivered within the approved budget.			
16	Any cost overruns in our events (if they occurred) were small and clearly justified.			
17	Clients and sponsors were satisfied with the final outcomes of the recent events.			
18	Attendees were satisfied with the overall experience of the events.			
19	The technical and logistical aspects of our events (e.g., staging, sound, logistics) achieved a high level of quality.			
20	Overall, the events I worked on in the past year can be considered successful in terms of time, cost, quality, and stakeholder satisfaction.			

Appendix D-3: Third Variable – Project Complexity

No.	Statement	Agree	Disagree	Not Sure
21	The events I usually work on involve a large number of attendees and activities.			
22	Our events typically involve many different stakeholders (clients, sponsors, suppliers, regulators, etc.).			
23	The logistical requirements of our events (venues, technical setups, permits, etc.) are highly complex.			
24	Our events are often delivered under high time pressure and tight deadlines.			

Thank You