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The Impact of Project Management Practices on the Success of Event Management Projects

إعداد الطالب / سالم محمود الزحوفي

إشراف /

د. الفيصل عبد الحميد

د. فايز جراد

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Abstract

This study examined the impact of project management practices on the success of event management projects. Project management practices, planning, risk management, communication, resource management, monitoring and control, while all linked to project success throughout the construction, information technology, healthcare, and other industries, have not been comprehensively tested using quantitative methods in relation to event management project success. This research was aimed at bridging this gap and testing, empirically, five hypotheses that relate the five practices to a four-dimensional measure of event success: time performance, cost performance, quality of execution, and stakeholder satisfaction.

A cross-sectional research design with a quantitative approach was used. A structured online questionnaire has been employed to gather data from practicing event managers, coordinators, and project managers, and a total of 48 responses were received for analysis. The Pearson correlation and multiple linear regression were used to analyze the data, together with reliability statistics of the data using Cronbach's alpha.

Statistically significant positive relationships were found between all 5 constructs and event success ($r = .89$ to $.97$, $p < .001$), and the overall regression model was highly significant, accounting for 95.9% of the variance in event success ($R^2 = .959$, $p < .001$). In the multivariate model, communication ($\beta = .599$, $p = .008$) and risk management ($\beta = .341$, $p = .035$) proved the most significant individual predictors, while planning, resource management, and monitoring and control were not significant, likely due to high-level multicollinearity among the five practice constructs.

The results expand the body of knowledge of Critical Success Factor theory, the resource-based view, and stakeholder theory into the event management sector and provide evidence-based recommendations for practitioners, training providers, and future researchers in the field of event management, including the prioritisation of communication and risk management practices, and the inclusion of larger, more differentiated samples in future research studies.

Keywords: project management, event management, project success, critical success factors, communication, risk management.

Chapter One: Introduction

Introduction

In the last decade, the size, scope, and significance of event management projects have increased significantly. The activity, once primarily operational and driven by experience, now touches the realms of corporate conferences, international summits, large-scale festivals, and mega-sporting events involving the collaboration of various actors, large budgets, and tight timeframes (Akgöz & Engin, 2016). With the expansion of events in size and public awareness, organizers are being pushed more than ever to deliver events that are both operationally effective and strategically focused to support sponsor, community, and organizational objectives.

Alongside this increasing complexity of events, the field of project management has likewise advanced and is now acknowledged as an organized technique for preparing, executing, and controlling intricate, time-sensitive ventures across various sectors. It is empirically evidenced that the smart use of project management skills and competencies, including the project management ability and planning, has a positive relationship with a project's success in the delivery of complex projects (Irfan et al., 2021). Likewise, studies conducted in innovation-focused project settings indicate that structured project management practices backed by effective team management and governance greatly increase the chances of attaining project success (Zaman et al., 2022).

More specifically, in the events industry, the authors have begun investigating the relationship between formal project management and the peculiar management requirements of event delivery. Schnitzer et al. (2020) found that project management planning tools such as work

breakdown structures and critical path schedules are increasingly being applied to the management of large-scale sport events, due to their time-sensitive and scale nature. This trend of adoption represents a more general realization that events, like traditional projects, are time-limited initiatives that have limited resources and a definite scope, and so lend themselves to project management approaches.

Meanwhile, events differ from many typical projects in the amount of uncertainty they must face. Sánchez-Aguirre and Liu-Lastres (2023) identified that conditions that disrupt and create unpredictable situations for event and festival organizers can occur on a regular basis and that these events often require adaptation planning that goes far beyond what is usual in more predictable settings for projects. This uncertainty makes it more critical to apply project management principles like risk planning, contingencies, and ongoing monitoring during the event's lifecycle.

Even with this increasing evidence that structured project management practices are linked to larger project success in general and with the fact that they are becoming more relevant to the events sector, the contribution of individual practices, e.g. planning, risk management, communication, resource management and monitoring and control, to the success of event management projects has so far not been sufficiently studied in a systematic and quantifiable way. Many publications discuss the concept of project management and event management separately, and some conclusions that are based on qualitative or case studies do not allow for generalisability (Blaskovics et al., 2026).

This is addressed by the present study, which proposes to examine this association from an empirical perspective through the understanding of the association between specific aspects of

project management and aspects of successful events as related to time performance, cost performance, quality of execution, and stakeholder satisfaction. It is intended to allow a better understanding of whether project management practices (PMPs) are significant for the success of events and which PMPs are more important, and to offer evidence-based guidance for managers who want to improve the reliability and quality of project outcomes in events. The research problem, significance, objectives, research questions, hypotheses, and the theoretical framework are explained in the following sections that collectively guide the empirical inquiry in this study.

Research Problem

Event management projects are becoming more and more significant in size and impact; despite this, they still use a lot of informal and experience-oriented methods of planning and execution, and very few formal methods from the project management realm of disciplined practices. Although project management provides documented tools such as the planning frameworks, risk management processes, and performance monitoring systems, which have been proven to improve project outcomes across different industries (Irfan et al., 2021; Zaman et al., 2022), the systematic application of the same tools in event management is inconsistent.

This irrationality opens a practical and theoretical gap. From a practical standpoint, managers lacking in structured project management processes may be more vulnerable to budgeting pitfalls, scheduling conflicts, and unhappy stakeholders than those who do when it comes to event management. Theoretically, a comprehensive test of specific project management practices and specific dimensions of event success has not been conducted in the event management context using a quantitative method. While previous research has explored

individual facets of these connections (e.g., how to schedule a project in a sporting event (Schnitzer et al., 2020) or how to manage risk when a crisis occurs (Sánchez-Aguirre & Liu-Lastres, 2023))), a comprehensive perspective of the combined effect of a suite of project management practices on the successful completion of events remains relatively limited.

This lack of clarity constrains both academic understanding and practical decision-making. Without identifying the specific project management practices that best predict the success of the event, the event manager, sponsor, and organization have no clear-cut criteria to focus their training, resource deployment, or process improvement activities. This study fills the gap by quantitatively investigating, using a survey of event practicing managements and coordinators, how far project management practices predict various aspects of event management project success, thus also contributing to the lack of empirical evidence in event management.

Significance of the Study

This study is of both academic and practical value. Academically, it adds to an ongoing and evolving research area in linking the discipline of project management to the operational context of event management. Project management success factors are well known in the realm of construction, information technology, and Public Sector projects (Irfan et al., 2021; Blaskovics et al., 2026; Zaman et al., 2022); however, comparatively little research has been done in a quantitative sense to understand how these same factors operate within the time-compressed, high-visibility, and sometimes dominated by stakeholders' environment of events. This study contributes to the literature on project success by empirically examining the link between specific project management practices and various dimensions of project success

in an under-researched area and by addressing the need for more systematic and quantifiable research in the field of event management (Sánchez-Aguirre & Liu-Lastres, 2023).

In practical terms, the results will be used to provide practical benefits to event managers, event coordinators, and the organisations that employ them. This research provides insights into which project management activities - in this case, planning, risk management, communication, resource management, monitoring, and control - have a stronger contribution to successful events, and can guide event management professionals on how to prioritise training and investment of resources. This holds even more weight during an event's short planning cycles, as many event businesses have little time for planning and budget to burn.

Lastly, this study is important to event industry organizations and professional and educational groups that design training and/or professional requirements. An understanding of the practices most closely associated with events' success based on evidence contributes to the design of professionalizing the event management discipline as an increasingly overlapping field of project management, and through the establishment of certification and ongoing professional learning and development programs. Altogether, these academic and practical contributions make this study timely and applicable to the emerging demands of the modern event management profession.

Research Objectives

Based on the research problem and research importance above, this study has five research objectives, each of which is interdependent with the others, ranging from descriptive to predictive, up to a practical recommendation

- To identify the project management practices most commonly applied by event managers and coordinators in the planning and execution of event management projects.
- To examine the relationship between specific project management practices, namely planning, risk management, communication, resource management, and monitoring and control, and the success of event management projects.
- To determine which project management practices most strongly predict event management project success, using correlation and regression analysis.
- To analyze the challenges event managers, face when applying project management practices within the event management context.
- To provide evidence-based recommendations for improving the application of project management practices in event management projects, based on the study's empirical findings.

Together, these objectives point in the direction of identifying project management standards and practices that have a clear effect on successful events, rather than simply affirming that ‘project management matters’ for events, as a general statement. Every objective can be traced back to the research questions and hypothesis presented later in this chapter, and it shows a strong alignment of the study's direction as the design, data collection, and data analysis move forward (from the broad to the narrow).

Research Questions

As an extension of the objectives described above and in keeping with the quantitative, hypothesis-testing nature of this study, the following research questions are presented to guide data collection and analysis presented in the chapters that follow:

- What are the most popular project management methods used by event managers and coordinators?
- What is the relationship between project management practices and the overall success of event management projects?
- What project management practices best contribute to the success of event management projects?
- What challenges do event managers face when applying project management practices to event management projects?

Each of these questions directly relates to one or more of the research objectives and hypotheses, thus maintaining internal consistency of this study, its objectives, and what it intends to measure.

Research Hypotheses

Drawing on the aforementioned research questions and the theoretical relationship found in the literature (Irfan et al., 2021; Zaman et al., 2022), the following hypotheses are proposed, which will be tested in Chapter Four using correlation and multiple regression analysis:

H1: Project management practices have a statistically significant positive relationship with the overall success of event management projects.

H2: Planning practices have a statistically significant positive relationship with event management project success.

H3: Risk management practices have a statistically significant positive relationship with event management project success.

H4: Communication practices have a statistically significant positive relationship with event management project success.

H5: Resource management and monitoring and control practices have a statistically significant positive relationship with event management project success.

Together, H2 through H5 disaggregate the broader relationship proposed in H1, allowing this study to determine not only whether project management practices matter, but which individual practices contribute most strongly to event success.

Theoretical Framework

The study draws on the theory of Critical Success Factors (CSFs), which posits that a project's success depends upon a small group of known practices or conditions that, if managed appropriately, enhance the project's probability of success (Blaskovics et al., 2026). In the field of project management research, success has historically been evaluated based on the project triangle: time, cost, and quality, and, subsequently, it also involves stakeholder satisfaction, which is becoming a vital component of project success (Blaskovics et al., 2026; Naseer et al., 2022). The dependent variable structure for this study is the four-dimensional construct: time performance, cost performance, quality of execution, and satisfaction of stakeholders.

In terms of the independent variable, this study is based on the project management practice areas that are generally aligned with the body of project management knowledge, namely: planning, risk management, communication, resource management, and monitoring and control. Evidence of the impact of these practices on project outcomes has been identified in a number of contexts. Irfan et al. (2021) found that structured project planning and project manager competency significantly predict project success in the public sector context, whereas Zaman et al. (2022) revealed that project management innovation, supported by governance mechanisms and high-performance work practices, enhances project success outcomes in project-based organizations. In addition, Naseer et al. (2022) reported that critical success factors are backfiring, meaning that there is not always a direct link between practice and outcome; sometimes an intermediate organizational process – in this case, knowledge creation – helps to mediate the relationship.

In the event management context, this study views project management practices as the independent variables and event management project success as the dependent variable based on the conceptual model employed in previous studies conducted in the same sector (Schnitzer et al., 2020; Sánchez-Aguirre & Liu-Lastres, 2023). Also, the proposed theoretical model indicates that event managers who demonstrate greater consistency in the application of planning, risk management, communication, and resource management practices, and monitoring and control, will report a higher level of success in all four outcome dimensions. This framework is used as the theoretical foundation for the hypotheses that were tested in this study and directly guides the research instrument design of this study, in which each practice area and each dimension of success is defined as a discrete and measurable construct, which will allow for the correlation and regression analysis planned for Chapter Four.

Conceptually, the model measured in this study can be represented as one of five theoretically independent predictor constructs (planning, risk management, communication, resource management, and monitoring and control), each measured by a unique set of survey items, and one of four composite dependent constructs (time performance, cost performance, quality of execution, and stakeholder satisfaction as indicators of event management project success). Overall, this structure is generalizable to other knowledge-area-based groupings in the existing project management body of knowledge, and also specific to the context and realities of project delivery for events compared to construction, IT, or manufacturing settings, which are much more referenced in original literature for critical success factors (Blaskovics et al., 2026; Irfan et al., 2021). In contrast to the previous study, which tested just one broad variable of project management, this study explicitly separates the independent variable into five discrete practice areas to rank the relative predictive power of each practice area, which is directly applicable to the research problem outlined earlier in this chapter and which provides more prescriptive guidance for practitioners than a single aggregate finding.

Chapter Two: Literature Review

Introduction

This chapter summarizes the existing literature regarding the link between project management practices and event management project success. While the relationship between project management and event management has been regarded as distinct literatures, the themes included in this review are organized thematically around the four dimensions conceptualizing success used in this study (time performance, cost performance, quality and satisfaction of execution, and stakeholder satisfaction), and the five practice areas studied in this research (planning, risk management, communication, resource management, and monitoring and control).

The chapter has four parts. It starts with a general project management literature that provides an empirical connection between structured practices and project success across various industries, and gradually focuses more on studies conducted within, or immediately applicable to, the event management industry. It subsequently introduces the theoretical background behind this research, encompassing Critical Success Factor theory, the project triangle, the resource-based view, and stakeholder theory into one model. Finally, the chapter condenses the reviewed literature to highlight the particular area lacking in the literature that is addressed by this study, and concludes with the conceptual framework that directly feeds into the findings of the hypotheses, research instrument, and analysis in the chapters that follow.

Previous Studies

Project Management Practices and General Project Success

There is an extensive amount of generally positive research on the general relationship between applying project management practices in a structured way and the success of a project, and this represents the general research underpinning this study's hypotheses. Using data from a survey of 314 projects from various industries, Beringer et al. (2019) discussed the impact of the application of formal project management methodology (PMM) on project outcomes. Their results showed that methodology use has a tangible and positive influence on the success of a project, and that this influence is not uniform, as the advantage of using a formal methodology is evident when methodologies are customized to the level of difficulty and novelty associated with the project, but not simply adopted or mechanically transferred across all contexts. This difference has a direct correlation to event management as practices, which were established for construction or engineering or information technology projects can't necessarily be simply adopted without adapting them for the compressed time of an event and high visibility to stakeholders.

Kaur et al. (2021) has carried out an extensive review of project success literature, and several decades of research have been combined and synthesized to draw suitable conclusions about research directions. The field has progressed significantly from the old “iron triangle” of time, cost and quality to multidimensional conceptualizations of success including longer term benefits realization, stakeholder satisfaction, and strategic alignment, they said in their review. Importantly, although there is a general consensus that efficiency-based indicators are incomplete and insufficient, much of the literature has measured success on two- and three-dimensional paradigms from the get-go rather than as an afterthought and certainly not in terms of a four-dimensional framework, as done in this study: time performance, cost performance, quality of execution, and stakeholder satisfaction.

In addition to this review-based evidence, Blaskovics et al. (2026) statistically ranked critical success factors (CSFs) based on the Hungarian Project Management Association's project dataset of 3,153 projects using LASSO regression to determine the relative importance of CSFs on project outcomes. Their study is methodologically important for this research for several reasons: it shows that project management practices remain statistically significant when subject matter experts' control for the many organizational and project-specific differences that may exist, such as project size, industry, and duration. It appears to give empirical support to the assumption used in this study that project management practices are distinct and can be measured independently and with meaningfully different weights, as found by Blaskovics et al. (2026), who determined that kinds of practices did not have the same predictive value for project success.

While the link between critical success factors and project success has been confirmed by other studies, Naseer et al. (2022) went the extra mile to investigate how this relationship occurs. They surveyed healthcare project managers and concluded that the path between critical success factors and project outcomes was partially mediated by organizational knowledge creation—that is, critical success factors often helped to create the sort of conditions in which knowledge could be created and disseminated, and used, within project teams. The present study does not test mediating mechanisms directly, but this finding is expressed as a limitation and an avenue for future research seeking to build on the findings of the present study and arrive at a direct test of this mediating mechanism in the event domain in Chapter Four.

In particular, Kaur et al. (2021) made a direct plea for further study to test models of project success in under-researched sectors, with a view to not completely depending on the synthesis

of literature, a point that was also implicit in the review-based methodology of Chutipongdech and Kampitak (2022), later described in this section. Combined, Beringer et al. (2019); Kaur et al. (2021); Blaskovics et al. (2026); and Naseer et al. (2022) give theoretical plausibility to the notion that project management practices comprise a set of specific and distinct measures related to a multidimensional success outcome (specifically, as applied to event management, and this study makes clear that these measures have only been rarely tested in that sector).

Planning, Competency, and Project Success

Planning is one of the most frequently studied practices in the context of project success in the literature and is one of the few that is consistently linked to success. Irfan et al. (2021) used structural equation modelling to examine the combined impact of structured project planning and project manager competencies on the success of public-sector infrastructure projects in Pakistan, drawing from a survey of 214 project professionals. They found that a combination of planning and managerial competency has a significant and direct influence on project success, and that the latter is a somewhat weaker predictor of project success while the former is a stronger one when viewed individually. Importantly, Irfan et al. (2021) also discovered that competency partly moderated the planning and success link, adding that well-developed programs are more likely to lead to success if performed by competent project managers, an interaction that was beyond the influence of the direct-effects model evaluated during this study; however, they noticed, as an added detail, that must be investigated in the following event administration research.

This finding gives clear quantitative representative evidence to support this study's second hypothesis, which suggests a positive association between the planning practices and the

success of an event management project. Furthermore, it lends justification to the methodological choice of using a questionnaire to assess and measure planning as a separate construct, separately operationalized, as Irfan et al. (2021) found that planning plays a significant role in success regardless of whether it is measured as part of a more extensive project management factor, such as competency.

However, it must be noted that the Irfan et al. (2021) sample consisted just of public sector infrastructure projects in Pakistan, and the situation/life cycle of such projects is quite different from the sphere of commercial or community event management, where projects are time-constrained, stakeholder-driven, and quite distinct. The expectation is that there are longer planning periods for public infrastructure projects and more institutionalized approval processes than events, which are often planned and delivered over weeks or months. Whilst this contextual difference does not undermine the relevance of the findings of Irfan et al. (2021), it does suggest that the strength of the relationship between planning and success seen in the public infrastructure context should be viewed as an upper-bound expectation for the event management context, and this factor therefore recommends the sector-specific empirical test performed in this study. The same caution is noted in Akgöz and Engin (2016) and discussed further in the following section, where they claim that, at least in the events sector, planning is more of a strategic and marketing tool than a mechanism for operational control.

Communication as a Success Factor

Communication has been a consistent and continuous scholarly interest in project outcomes – both quantitative research studies and mixed research designs were given. Shakeri et al. (2021) used a hybrid approach of fuzzy DEMATEL-ISM and best-worst method to identify the

influencing factors of face-to-face communication effectiveness and rank them in terms of their relative importance on a project with multiple stakeholders in the oil and gas megaproject. They found that while communication effectiveness is very context-specific (interpersonal and organizational), there are some factors, such as active listening, clear information, and flexibility towards different stakeholder groups, that can be seen as the most influential soft factors of overall project performance across contexts.

This variability in context is an informative phenomenon for event management research, in particular, because the extreme diversity of the type of stakeholders involved in an event project is unique to each project within a chronological project cycle that may be substantially shorter than other types of projects, and even this simplicity may differ, depending on the various stakeholders. The result of Shakeri et al. (2021) thus upholds the view of communication as a separate and multi-item construct as an independent variable in the framework of this study, separated from the broader planning or coordination process and supports the expectation (this paper's 4th hypothesis) that communication practices would exhibit a measurable positive association with success in delivering events, given the high number of stakeholders involved in event delivery.

From another methodological approach, Song et al. (2025) conducted a study in the construction industry where the relationship between risk management practices and sustainable project performance was found to be significantly mediated by stakeholder engagement, one of whose components was collaborative decision making with stakeholders and information sharing. When viewed in light of the communication-specific results revealed by Shakeri et al. (2021), this could imply that communication does not only directly predict

successful event management, a factor that is directly measurable and testable in this study (as has been demonstrated by the fourth hypothesis), but also as a "cross-cutting" mechanism which explains the extent to which other practices, such as risk management or resource management, contribute to successful events. The effect of communication is tested as a parallel and not as a mediating predictor in the research derived from the present study, but there is a broader pattern in the literature as such, which is revisited when interpreting the relative strength of each of the constructs' regression coefficients in Chapter Four.

Risk Management in Projects and Events

The research in risk management includes both project management and the event industry specifically, providing complementary levels of evidence. Ferreira de Araújo Lima et al. (2021) carried out a cross-case analysis on how project risk management implementation was carried out in different small and medium-sized enterprises, in which it was found that the implementation of PRM practices was not so much determined by the sophistication of the PRM methodology used but rather by its ability to 'fit' with the organizational size, resources, and operations culture of the SME. Businesses that tailored risk management methods to the nature of their impact and potential losses had more success than companies that tried to push a "full-featured" and intensive scheme well beyond what they needed. This finding has direct relevance for event management organizations – much like the SMEs analyzed in the study by Ferreira de Araújo Lima et al. (2021) – that are often resource-constrained operations, with small budgets and small team sizes.

In the construction sector, Song et al. (2025) tested the link between three risk management sub-practices, namely risk identification, risk assessment, and risk mitigation, with sustainable

project performance from environmental, economic, and social perspectives using the method of structural equation modeling. Based on their findings, all three risk management sub-practices were significant predictors of performance, and when mediated by stakeholder engagement (communication, collaboration, and shared decision-making with project stakeholders), the relationship was stronger. Although the present research design tests these constructs as parallel, not sequential or mediated predictors, this theory of stakeholder engagement provides indirect support for the interconnection of the constructs found in this study's conceptual framework, linking the concepts of risk management and communication.

Specifically in the field of events, Lorincz et al. (2023) focused on the adaptations of risk management by event organizers due to the immediate impact of the COVID-19 pandemic and adopted a generalized four-pillar strategy: risk detection, risk protection, risk reaction, and risk restoration. In their analysis, they found that festivals with more proactive and developed pre-festival risk management practices continued to operate, adjust their programming, and gave greater confidence to their stakeholders during this time of great uncertainty than festivals with less formal and proactive practices. This sector-specific evidence also offers direct precedent for this study's third hypothesis that risk management practices positively impact event management project success, and it shows that the practical application of risk management in events may be most apparent when events are disrupted: a point that the descriptive questions of Section D of this research's questionnaire (what problems did the event manager experience) acknowledge in part.

Resource Management and Event Success

Whereas resource management is not necessarily as extensively studied as planning, communication, or risk management, it is present in resource-based theorizing about the success of events, particularly. Chutiphongdech and Kampitak (2022) engaged in a systematic review of the literature to explain key factors contributing to successful sports event management based on the views of 42 peer-reviewed studies, synthesizing the key factors in the field of sports event management, which have limitations in previous studies. They found that organizational and reputational resources, as well as financial and other more concrete resources (venues, equipment, manpower, etc.), are the most important items in determining event success, rather than any individual operational technique considered on its own. Events that are centrally catalogued, provisioned, and tracked resources in advance and during execution consistently beat events that made resource decisions on-the-fly as they went.

The review-based evidence, although not gained from a single primary quantitative study, represents a combination of evidence from a large number of studies in the field and consequently has a high weight where resource management is used here as a separate predictor construct by means of independent measurements measured in conjunction with, and not as part of, planning, risk management, communication, and monitoring and control. Chutiphongdech and Kampitak (2022) further argue that the distinction between tangible and intangible resources, like reputation, means that the consequences of resource management practices application on event success may lie in multiple periods, as discussed later in the theory of this chapter.

It should be noted as a methodological limitation that, as it is not a primary empirical study, Chutiphongdech and Kampitak (2022) synthesize what happens in each of the studies, which

may very much differ in measurement approach, event type, and sample, so the results describe a pattern of results rather than a single, precisely quantified effect size. That restriction is what the current study is poised to overcome: the present study is methodologically unified in that it measures both resource and management as complete constructs within a single, purpose-designed quantitative instrument that was administered to a specific sample of event managers, which results in a more methodologically homogeneous test of the resource-success relationship that has been provided before in the event management literature. This is also directly related to the results reported above in Ferreira de Araújo Lima et al. (2021) that in the case of small and medium businesses in general, and events in particular, limited financial and human resources are a limiting factor of projects' outcomes.

Monitoring, Control, and Governance in Project-Based Environments

Monitoring and control structures (formal governance structures) have been related to project success, not only in general project management, but more recently in the event-specific context. Zaman et al. (2022) developed and tested a structural model between project management innovation and project success based on surveying data from 407 project-based organisations (PBOs) using structural equation modelling. Their results showed that its positive effects on project success were significantly amplified if its effects were complemented by project governance mechanisms and high-performance work practices, which in turn rely on effective monitoring and control structures, processes to track the performance, and corrective actions, etc. This implies that the value of adaptive or innovative project management practices could be maximized with disciplined tracking and control measures instead of being a replacement for them, as discussed below in Chapter Four when interpreting the results of this study's regressions.

In the field of events, Qin et al. (2022) systematically reviewed knowledge management in sport megaevents, and by applying the PRISMA protocol, they reduced the initial 1751 papers to 16 that fit the inclusion criteria. The findings showed that mega-events with formal mechanisms for knowledge sharing – both capturing and monitoring – and transferring knowledge between successive planning phases and between different editions of the event obtained more consistent delivery results; and that monitoring and post-event evaluation processes themselves were an underutilized but significant practice area in the wider cultural events management literature. This finding supports this study's decision to include monitoring and control as a separate, fifth construct within the set of independent variables, and not treat it as an implicit or secondary construct subsumed under planning, because Qin et al. (2022) reported that the absence of monitoring—a separate action from planning—was associated with inconsistent event outcomes.

The findings from Zaman et al. (2022) and Qin et al. (2022) converge on two main conclusions despite their widely divergent empirical contexts: project-based organizations and sport mega-events, respectively: the role of monitoring and control in project operations is often overlooked despite its apparent significance and when monitoring and control is missing, this is frequently found to be a contributing factor in the outcomes of the projects or the events. For event management, this indicates that post-event evaluation which is often performed informally or not conducted at all once an event is over, may have disproportionate value against effort to implement, which is captured by our study's questionnaire.

Project Management Practices Applied to Event Management Specifically

A more limited but increasing body of literature focuses on project management practices in the world of events and not by analogy from adjacent disciplines. Akgöz and Engin (2016) suggested that event planning is no longer just a tool to prevent potential logistical distress but rather a strategic differentiator for organizations that conduct events, and structured planning is a source of competitive advantage, which can distinguish one event and one event organizer from another in an oversaturated market. This argument moves the practical parameters of this study's operation-based hypothesis beyond mere housekeeping with planning as an administration of parameters to a strategic positioning of planning quality.

Schnitzer et al. (2020) examined, through a mixed-methods approach using surveys and semi-structured interviews, the uptake of established project management methods such as work breakdown structures, critical path scheduling, and formal risk registers among organisers of large-scale sports events in several European countries. Their results showed that despite conducting projects of a similar scale and complexity, the degree of use of these techniques was increasing but highly varied throughout the sample, with some institutions having formal documented project management processes in place, and others almost exclusively using informal experience-based modes of project coordination. The findings of Schnitzer et al. (2020) confirmed an ambiguous and transitional state of the events sector, between experience-based and formally structured management approaches, which is similar to the research problem set out in Chapter One of this study.

Based on qualitative interview data from festival and community event organizers, Sánchez-Aguirre and Liu-Lastres (2023) provided a comparative analysis of how operational uncertainty was handled by organizers of festivals and other community events during the

COVID-19 pandemic in Mexico, the United States, and Canada. Their findings showed that those who organized events in a more formalized way, with greater planning and risk management, before the pandemic had significantly more adaptive capacity (i.e., capabilities to respond to the crisis) compared with those primarily relying on informal or improvisational approaches to event delivery. Together with the quantitative/ sector-specific risk management findings reported by Lorincz et al. (2023) for the European festival context, this cross-national qualitative evidence supports and is largely congruous with this theoretical linkage, which further increases the generalizability of this study's proposed risk management situation for events beyond the European context.

When compared across the three event-specific studies in this subsection—those of Akgöz and Engin (2016), Sánchez-Aguirre and Liu-Lastres (2023), and Schnitzer et al. (2020)—a common theme emerges: formalized project management practice is always correlated positively with desirable event outcomes—competitive position, delivery consistency, or resilience in a crisis situation. It is interesting to observe a consistent pattern across the three event-specific studies examined in this subsection regarding the positive correlation between formalized project management practice and desirable event outcomes (competitive positioning, delivery consistency, or resilience under the event crisis), with no testing of the relationship done in any of the studies by multi-construct quantitative models that would allow for comparison in impact across the various areas of project management practice. This methodological gap is the one that this study seeks to fill, and not because the relationship between the two is disputed in any way, but rather because of the lack of methodological data.

Stakeholder Perceptions and Satisfaction in Events

Focusing on stakeholder experience in events is specifically important since one of the four dimensions of dependent variables in this research is stakeholder satisfaction. Bazzanella et al. (2019) took a mixed-methods approach, surveying stakeholder perceptions at a small-scale, international sporting event – the FIS World Junior Alpine Ski Championships – and conducting qualitative interviews with local residents after the event. Their results revealed that local stakeholder participation during planning and decision-making processes was one of the most important factors contributing to the perception of event success, and that this process not only influenced event success but had an indirect impact, as seen in terms of community effects and destination reputation over the long-term beyond the end of the event itself.

The results indicate that stakeholders' satisfaction in events should not be simply viewed as an outcome to gauge only at the end of delivery, but rather a satisfaction that is actively influenced and continuously created by the project management processes applied by its organisers in the events across the entire life cycle from conception to post-event evaluation, particularly their communication and planning processes. This confirms the interconnectedness of independent and dependent variables proposed in the conceptual framework of this study: project management practices as one aspect of project success that is incrementally achieved, or lost, throughout the life of the project, and affects the satisfaction of the stakeholders. Combined with the results of Shakeri et al. (2021) on communication effectiveness as an outcome and Song et al. (2025) on the mediating roles of stakeholder engagement in risk management outcomes, the reviewed evidence above confirms and supports viewing stakeholder satisfaction as both a different and theoretically based outcome dimension in this study's success construct, not as a secondary or residual measure subordinate to quality of execution.

It is important to note that, like a number of studies reviewed in this chapter, the Bazzanella et al. (2019) study was concerned with sporting events and not the wider scope of events that the sample sought to encompass in this study, such as corporate events, exhibitions, or social events. Sports events more often have their own special community and civic aspects not always found in corporate or commercial events, where stakeholder satisfaction tends to favor sponsors, clients, and paying attendees rather than the host community and residents. This distinction does not diminish the theoretical argument in favour of using stakeholder satisfaction as a separate dimension of outcome cited in this analysis, but it does indicate that the groups of stakeholders whose satisfaction is important can vary depending on the type of event this study's stakeholder satisfaction questions are used to measure stakeholder satisfaction broadly among clients, sponsors and attendees – and is not assumed to represent a single and universal group of stakeholders in all settings.

Summary of Previous Studies

In all 16 studies, it has been possible to find evidence, both empirical and theoretical, of a direct relationship between each of the five areas of project management practices studied in this research and better project or event outcomes, whether the studies come from the realm of construction, information technology, healthcare, public infrastructure, or event management. Beringer et al. (2019), Kaur et al. (2021), Blaskovics et al. (2026), and Naseer et al. (2022) all reinforce the general statement that the use of structured project management practices predicts project success across industries, and Irfan et al. (2021), Shakeri et al. (2021), Ferreira de Araújo Lima et al. (2021), Song et al. (2025), Chutipongdech and Kampitak (2022), Zaman et al. (2022), and Qin et al. (2022) provide practice specific evidence for planning, communication, risk management, resource management, monitoring and control respectively.

Then, Akgöz and Engin (2016), Sánchez-Aguirre and Liu-Lastres (2023), Bazzanella et al. (2019), Schnitzer et al. (2020), and Lorincz et al. (2023) connect this general evidence with the event management business directly, supporting that the reported relationships are plausible and also extending to events, although this evidence base is relatively sparse, sometimes quite qualitative or review based, and rarely represented in terms of one testable multi-construct model.

None of the studies in this chapter simultaneously examines all five practice areas on a quantitative model through a multi-dimensional measure of success. When there is evidence of multi-construct testing, as in Blaskovics et al. (2026) or Song et al. (2025), it is not within the event space but rather in the general project or construction domains. Where event-specific evidence does exist (such as Schnitzer et al., 2020; Lorincz et al., 2023; Bazzanella et al., 2019; and Chutipongdech and Kampitak, 2022), it is focused on a single practice area, a single type of event (sport, festival), or lacks primary quantitative survey data analyzed using correlation and regression. This mixed valence of cross-sector consensus in support of the general proposition and sector-specific evidence that is narrow, fragmented, and largely nonquantitative is the focal point of this study and the rest of the chapter.

Theoretical Framework

To support this study, 4 complementary theoretical lenses are used: Critical Success Factor (CSF) theory, the project triangle and extension to a multi-dimensional success model, the resource-based view (RBV) and stakeholder theory. Each of these views has contributed to various sectors in the Project Management and Event Management literature reviewed above; and all have informed the independent variable structure (the five constructs of project

management practice) examined in this study as well as the dependent variable structure (the four dimensions of success).

Critical Success Factor Theory. The Critical Success Factor (CSF) theory is based on the assumption that the success of a project is greatly determined by a small, concise set of practices or conditions that, when properly controlled, significantly boost the likelihood of success (Blaskovics et al., 2026). The CSF theory, which has its roots in the field of Strategic Management and has found its way into the Project Management field, assumes that not every type of managerial action is equally important for the results and that only a small number of high leverage factors affect more or less the results obtained by the projects. Lying behind this decision is the study's premise that the practice of project management is not a single undifferentiated entity that is measured as an attitude toward project management or overall adoption of project management in prior research, but rather a series of distinct factors that can be separately measured and whose individual predictive power may be isolated and directly compared through a multiple regression analysis: planning, risk management, communication, resource management, and monitoring and control.

Naseer et al. (2022) extended this view by showing that CSFs can be embedded in mediating organizational mechanisms, which are in turn linked to project outcome, such as knowledge creation, rather than simply operating on the project outcome itself. Blaskovics et al. (2026) also showed this by employing LASSO regression with a large multi-industry dataset and by introducing meaningfully different weights per critical success factors for the same set of factors, while statistically controlling for organizational and project-level factors. Both of these studies confirm the notion of CSF theory, that there is a definable subset of factors that

contribute to project success, and the academic methodology used in this study, where multiple specific factors are tested against a single success factor, not a single project management factor against a single "success" factor.

The Project Triangle and Its Extension. For a long time, the traditional project triangle of time, cost, and quality has been the primary measure of project success and has been used as a framework for understanding project management as a field of study and practice (Kaur et al., 2021). In this model, the success of a project depends on the completion of the project within budget, time, and specification. As per the review of project success literature by Kaur et al. (2021), however, this traditional approach has faced a growing critique that although the model measures managerial efficiency in producing project outputs, it does not necessarily recognize that project outputs are meaningful to the people the project was designed to help. Delivered precisely on time, on budget, and to specification, a project can still be considered, in principle, a failure from the point of view of its sponsors, attendees, or host community if it failed to meet their actual needs or unmet expectations.

This study, therefore, uses a 4-dimensional (4D) version of the project triangle, adding a stakeholder satisfaction dimension to the time, cost, and quality dimensions, which aligns with contemporary project success literature (Blaskovics et al., 2026; Kaur et al., 2021) and is more responsive to the event management context specifically. When evaluating events, the satisfaction of the audience/sponsor is often a more critical measure of success to the practitioner than is spending within the event budget and sticking to the event schedule, so long as the overall experience was positive. This longer version of the model has been operationalised in this study's questionnaires using four separate subconstructs: time

performance, cost performance, quality of execution, and stakeholder satisfaction as four sets of survey items, which means that the success criterion is not treated as one composite efficiency score, but instead as multiple dimensions measured through conceptually separate subconstructs.

The Resource-Based View. Describing events specifically from a resource perspective, as presented by Chutiphongdech and Kampitak (2022), offers a complementary theoretical view that emphasizes the contribution of organizing resources, including financial, physical, human, reputational, and more, to competitive and operational success. RBV theory is developed within strategic management for the explanation of the sustainable competitive advantage at the firm level and states that the key resources contributing to an organization's performance advantage over competitors are those which are valuable, rare, difficult to imitate, and non-substitutable. This model, applied in the event context, implies that managing resources impacts on event success not only by the effective allocation of tangible resources like budget, staff and equipment, but also through the building and safeguarding of less tangible resources like organizational reputation and stakeholder trust, which can be built up, and also lost over span of multiple events, but not entirely created or dissolved in the course of a single event project cycle.

The idea that this is a theoretical separation justifies the inclusion of resource management as a factor in the independent variable structure of the study, as many of the decisions made here have an impact beyond the scope of the specific project being managed, in a way that decisions around scheduling or the budget of a single event do not. It also gives a theoretical reason for why Chutiphongdech and Kampitak (2022) measured in their systematic review 42 studies

concerned with sports event success and found that the most important factor to consider is not necessarily financial or physical resources, but also reputational resources and organisational resources.

Stakeholder Theory. Lastly, stakeholder theory helps to give conceptual support for the distinction of stakeholder satisfaction as an outcome dimension within this success construct, and not putting it into a subscale or residualizing process of quality of execution. Stakeholder theory suggests that a project and organizations that sponsor or pay for projects are responsible to the individuals or groups directly involved in the project, and also to others who will be affected by or affect the success of the project. Empirical research by Bazzanella et al. (2019) showed that stakeholders, including host communities, attendees, and sponsors, measure the 'success' of events by variables different from what project managers traditionally use during event delivery (time, cost, quality). More specifically, communication and monitoring practices serve as linkage mechanisms between the independent variable practices examined in this study and the stakeholder satisfaction dimension of the dependent variable, which is in line with the literature (Shakeri et al., 2021; Song et al., 2025).

An Integrated Model. Together, these four theoretical perspectives coalesce into a unified model that underpins this research's design throughout. Project management success is defined as a four-dimensional phenomenon including time performance, cost performance, quality of execution, and stakeholder satisfaction justified by an extended project triangle and stakeholder theory, and predicted by five project management practice constructs including planning, risk management, communication, resource management, and monitoring and control justified respectively by Critical Success Factor theory and the resource-based view.

These nine constructs – five independent and four dependent – are all based on a known project management or event management theoretical tradition, not created specifically for the purposes of this study. This integrated theoretical model also directly guides the research hypotheses presented in Chapter One, as well as the constructs implemented on the questionnaire for the collection of empirical data, which subsequently form the internal and explicit framework for the empirical analysis conducted in Chapter Four. As evidenced in the Previous Studies section above, there is fragmented, single-construct, or single-sector evidence for some of the elements of this model in the reviewed literature, making this integrated model a strong, theoretically cohesive framework to test all five practice constructs with all four success dimensions within one sample of event management, which addresses the specific research gap identified at the end of this chapter.

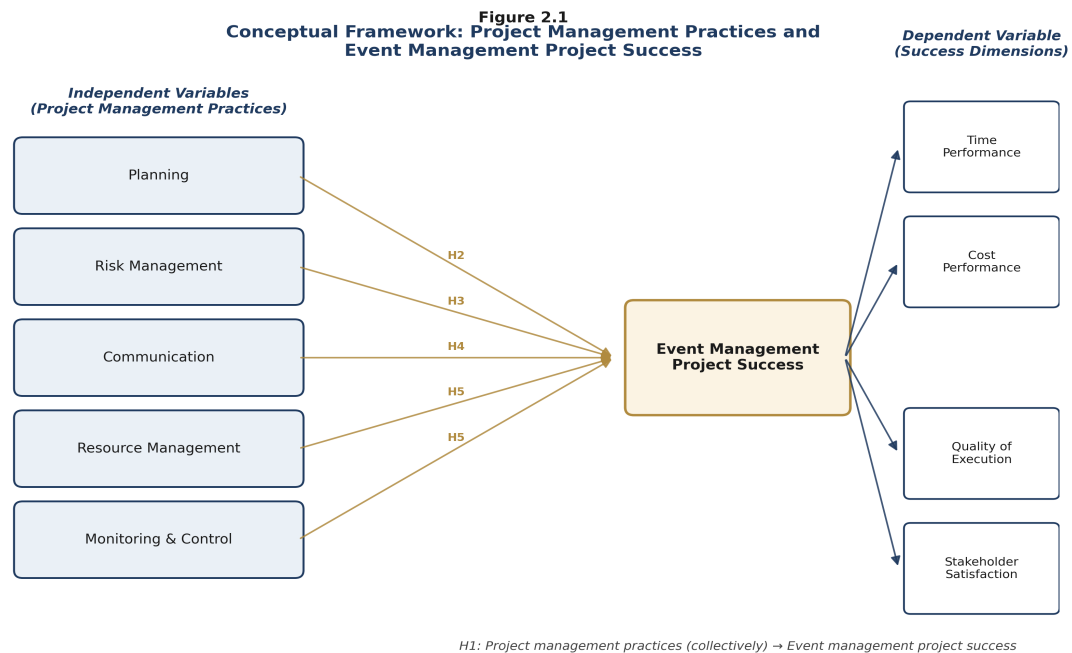


Figure 1: Conceptual Framework: Project Management Practices and Event Management Project Success

Synthesis and Research Gap

The general argument that structured project management practices have a positive impact on project outcomes, as captured in the project triangle of the literature cited in this chapter (Beringer et al., 2019; Blaskovics et al., 2026) or in newer, more multidimensional measures of project success that include stakeholder satisfaction (Kaur et al., 2021), is consistent and widespread. Individually, planning (Irfan et al., 2021), communication (Shakeri et al., 2021), risk management (Ferreira de Araújo Lima et al., 2021; Song et al., 2025), resource management (Chutiphongdech & Kampitak, 2022), and monitoring and control (Zaman et al., 2022; Qin et al., 2022) are each identifiable in the literature on project or event success and linked to it in at least one context, and the integrated theoretical framework outlined above demonstrates that these five practices and the four dimensions of success they are postulated to predict are grounded in well-established, complementary theoretical wellsprings.

But based on this review, there are three specific gaps. Firstly, the majority of quantitative studies which established these relationships were carried out in construction, I.T. sector, healthcare or generally in project-based industry (Beringer et al., 2019; Irfan et al., 2021; Naseer et al., 2022 & Song et al., 2025) instead of the event management industry specifically. Second, where studies do look specifically at events, the evidence is dominated by qualitative, case-based or review-based studies (Sánchez-Aguirre & Liu-Lastres, 2023; Bazzanella et al., 2019; Chutiphongdech & Kampitak, 2022), and leaves using correlation or regression analyses (which could compare the predictive power of individual practices) without testing. Third, none of the studies reviewed tests all five practice constructs—planning, risk management, communication, resource management, and monitoring and control—simultaneously against a

multidimensional success outcome in a sample of event managers across a single sector, using a single method.

The present study will directly tackle these gaps. Based on the previously mentioned theoretical underpinning, it introduces and empirically examines a conceptual model that posits a set of five different constructs associated with project management practice as independent variables to forecast a four-dimensional construct defining event management project success as dependent variables via quantitative survey findings via correlation and multiple regression. This model will be represented in Figure 2.1 (to be inserted after data has been collected), where each of these five practice constructs will be represented by a separate path connecting it to the composite success construct, which itself will be broken into its four respective dimensions for the secondary analyses outlined in Chapter Four.

By so doing, this study builds on the critical success factor, project triangle, resource-based and stakeholder theory traditions reviewed in this chapter and, of a methodological nature, adopts a methodological rigour, in the form of multi-construct regression analysis, which to date remains underdeveloped within the existing event studies literature. To operationalize this conceptual framework, research methodology is pinpointed in the next chapter whose research design, sampling scheme, research instrument, and associated data analysis techniques made support to test the five hypotheses formulated in Chapter One.

Chapter Three: Research Methodology

Introduction

The purpose of this chapter is to provide the research methodology that was designed to carry out an empirical test of the five hypotheses outlined in Chapter One and to operationalize the conceptual framework outlined in Chapter Two. It outlines general research design and methodology, the intended population of the study, the sample, the instruments utilized, the methods of processing data collected, and the appropriateness and constraints of the study. The methodological decisions addressed in this chapter are directly linked to the hypotheses and conceptual model developed and presented at the beginning of this paper, and the data collected will answer the research questions presented in Chapter One. This study adopts correlation and multiple regression analyses across the five independent constructs.

Research Methodology and Methods

This study adopts a quantitative, cross-sectional research design. Being that the study's hypotheses suggest possible relationships between five independent multidimensional constructs (planning, risk management, communication, resource management, and monitoring and control) and one dependent multidimensional construct (event management project success) that can be tested statistically, a quantitative approach is suitable. A cross-sectional approach was favoured in preference to a longitudinal approach as this study is designed to reflect the current practices and perceptions of event management about the outcomes of events they have recently facilitated, but not to study changes in practice over a long period of time. Cross-sectional designs are especially useful to test the association between variables in a particular population, at a relatively low cost (Wang & Cheng, 2020); however, these designs do not provide causal direction. This restriction is explicitly recognized

within the boundaries of this study and is addressed methodologically by referring to the direction of each hypothesized relationship (practice to outcome), drawing on the existing theoretical and empirical literature reviewed in Chapter Two, rather than inferring causal direction from the cross-sectional data alone.

Data were collected through a structured, self-administered online questionnaire administered to practitioners who are both event managers and event coordinators. This method was chosen for three reasons. First, it allows gathering data from geographically spread event professionals who can be dispersed and not easily accessed by one physical address. Second, a structured and closed item questionnaire with Likert-type scales enables each of the nine constructs (five independent and four dependent) in the study to be operationalized separately, and as a distinct variable/ dimension that can be numerically scored and correlated/regressed as done in other similar project management success studies (Blaskovics et al., 2026; Irfan et al., 2021). Third, an online distribution format is in line with the response of the practical sampling strategy used in this study, which consists largely of professional networks and industry associations, which are predominantly online.

The methodological approach of this study can, moreover, be described as not only descriptive and exploratory, but also explanatory and correlational, in that it aims at challenging and testing in advance and theoretically formulated hypotheses of the direction and strength of relationships between specified constructs, instead of the induction of new hypotheses from open-ended data. This positioning has a direct implication for the design of the research instrument: Each of the items of the questionnaire is written to correspond to a specific construct identified in the conceptual framework presented in Chapter Two, and these

constructs were not defined afterwards through exploratory factor analysis. The deductive design of the instruments is consistent with the methodology adopted in similar project management success studies surveyed in this paper, as well as with the theory-driven methodology used for the other content covered.

Research Population and Sample

For this study, the target population is practicing event managers and event coordinators, project managers in the events business, and freelance event planners who have experienced managing or coordinating at least one event during the last three years. The choice of this population was determined in order to match the unit of analysis implied by the hypotheses of this study, and because it is in line with populations sampled in similar studies identified within the scope of the event management literature (Bazzanella et al., 2019; Schnitzer et al., 2020). Due to the non-exhaustive nature of the sampling frame of event management professionals, this study also adopts a non-probability sampling strategy that incorporates elements of purposive, convenience, and snowball sampling within the professional field. According to Etikan et al. (2016), convenience and purposive sampling methods are still common in social sciences research that involves imperfect populations, and most of the time, there is no need to completely list the populations, as long as the characteristics and limitations of the sample are clearly described. In line with the recommendations by Memon et al. (2024) for reporting purposive sampling in quantitative research, this study's inclusion screening criterion is stated explicitly in the questionnaire (confirmed involvement in event management within the last three years), and respondent characteristics are included descriptively within Chapter Four so readers can assess the extent to which the sample is representative.

This study targets 50 full responses. According to Pearson correlation analysis, a minimum of probably 200 responses is suggested to have stable and generalizable estimates; however, for exploratory studies, restrictions in recruitment processes, e.g., defined professional population accessed via non-probability methods, may result in and involve a lower number of responses, but, this number is still analytically meaningful, and the limitation in the number of responses is acknowledged in the interpretation of the results (Memon et al., 2020). This study follows that practice directly; a cut-off point of 50 or more responses is set as a pragmatic and achievable number of responses that will be sufficient to enable preliminary correlation and multiple regression analysis to be carried out on each of the 5 independent constructs. The target number of respondents is approximately 50 based on a distribution response rate of 25-35% via professional event management groups on LinkedIn, as well as contacting event companies and agencies directly, and snowball sampling from initial respondents.

Three recruitment waves will be conducted over an overlapping period to ensure that the desired sample size is achieved within the survey data collection period. The first wave includes event management professionals within the researcher's professional network who are addressed directly, as well as their direct referrals, yielding an initial set of responses and enabling the identification of additional ambiguous questions on the questionnaire after the pilot test. The second wave involves distribution to appropriate LinkedIn groups and associations within the event management, event coordinator, and event planner career fields, and also reaching beyond one company or personal network. The third wave is the direct approach to the event management companies and agencies found under professional directories, and asking them to share the questionnaire link within their companies to the relevant staff if the desired sample size is not achieved. The staged design is to optimize

recruitment success as well as to seek to spread the sample across organization types, event categories, and levels of experience rather than focus the sample response in a single professional cluster.

Research Instruments

The data is obtained from a structured questionnaire designed specifically for this study and is detailed in Appendix A. This questionnaire is divided into 5 sections. Section A gathers demographic data and screening data, including the role of the respondent, number of years in the industry, and type and scale of events that respondents usually manage, as well as a screening question of whether they have had a recent experience of running an event. Sections B and C operationalize the study's independent and dependent variables, respectively, using five-point Likert-scale items ranging from 1 (strongly disagree) to 5 (strongly agree). Section B includes 4 items to assess the 5 independent planning, risk management, communication, resource management, and monitoring and control constructs, and Section C contains three items to assess the 4 dependent success dimensions of time performance, cost performance, quality of execution, and stakeholder satisfaction. In Section D, descriptive data are collected on challenges to event project management praxis, fulfilling the study's fourth research objective.

Each construct score is computed as the average of the items in that construct, resulting in five independent variable scores and a single composite dependent variable score, consisting of the mean scores from all twelve success items, or four separate sub-dimension scores, if appropriate to the particular analysis conducted in Chapter Four. Before substantive analysis, the internal consistency of each multi-item construct is measured by Cronbach's alpha. Taber

(2018) postulates that Cronbach's alpha is the most widely used type of reliability measure in survey-based research, but interpretation requires an understanding of the number of items and the conceptual similarity of those measured; all nine constructs are reported in Chapter Four, and any below a traditionally accepted level of alpha will be discussed before moving on to correlation and regression analysis. In line with normal survey development, the questionnaire is pre-tested with between 5 and 8 respondents to uncover any issues with ambiguous wording or construct validity.

The wording for each of the items in Sections B and C has been created with a direct link to the practice areas and success dimensions outlined in the theoretical framework in Chapter Two and was not simply adapted from an existing instrument because no single instrument was found in the literature that measures all five independent constructs and four dependent dimensions in the context of event management. Coding item phrases where possible followed the operational definitions found in the studies reviewed in Chapter Two, e.g., items on risk management were coded almost exclusively in terms of identifying, making plans for, and taking action because of risks in line with the dual framework for risk management applied by Lorincz et al. (2023), and items on communication were coded in terms of frequency of briefing, preparation for communication with different stakeholder groups, and availability of formal reporting channels in line with the factors identified in the study by Shakeri et al. (2021). While an exploratory or confirmatory factor analysis is suggested as a future study with a larger sample size in Chapter Four to further test the content validity of the instrument, this grounding in the reviewed literature is intended to promote content validity in the instrument.

Data Analysis Techniques

Data analysis was conducted in four steps, following this study's research objectives and hypotheses. Descriptive statistics for all demographic variables (section A) and for the challenges (section D) were completed, meeting the first and fourth research objectives. Second, reliability analysis for each of the nine constructs, which are multi-item, was conducted following the guidelines of Taber (2018) mentioned earlier to ensure that the nine constructs have an acceptable level of internal consistency prior to their use in subsequent inferential analysis.

Third, Pearson correlation analysis was used to examine the relationships between the five independent constructs and the composite event management project success score to obtain a first look at the direction and significance of each independent construct's relationship with the dependent variable (H1 to H5) before regression modeling. Fourth, multiple linear regression analysis results with the composite event management project success score as the criterion variable and the five independent constructs were entered simultaneously as predictors determine whether project management practices as a whole predict event success, and which practices, when considered separately, predict event success with the influence of the other four practices held constant. This approach adopts the analytical precedent of comparable research in project management success studies, such as employing the LASSO regression approach to rank critical success factors, as illustrated by Blaskovics et al. (2026), and testing multiple predictors of project success simultaneously through a structural equation modeling approach as is appropriate for the sample size for this study as illustrated by Irfan et al. (2021) and Song et al. (2025). Where possible, additional regression tests were conducted on each of the four relevant success sub-dimensions individually, enabling this study to investigate whether particular project management practices have a different ability to predict the success

outcomes described by these sub-dimensions compared with the ability to predict the single-outcome models utilized in the majority of the literature reviewed in Chapter Two.

Before interpreting the findings of this regression analysis, some basic conditions of statistical validity were assessed, such as the extent to which multicollinearity is present between the five independent constructs: planning, risk management, communication, resource management, and monitoring and control, as these conceptually-related practices can both be correlated with each other and the dependent variable. Multicollinearity among the variables was diagnosed transparently in Chapter Four, with appropriate implications for considering the relative importance of predictors where it occurs at a level that can compromise the stability of the individual regression coefficients. All statistical analyses were conducted within the framework of a standard statistical software package and provided the correlation matrices, regression coefficients, significance, and other model fit statistics (such as R^2 and adjusted R^2) necessary for the testing of the five study hypotheses, as well as to directly address the study's third research objective.

Research Boundaries and Ethical Considerations

There are several limitations within the scope of this study, which impact the interpretation and generalizability of the findings. The sample represents only event managers and coordinators accessible via professional contacts, in professional associations, and/or snowballing, and geographical and professional parameters of the sample should be viewed as valid only in regard to professionals who share similar attributes to those of the achieved sample. The cross-sectional method is useful for examining associations between project management processes and reported success of events at a specific time point, but lacks the

ability to determine causal relationships. However, this is addressed by basing the hypothesized direction of each relationship on the theoretical and empirical basis provided in Chapter Two, as well as previous studies (Wang & Cheng, 2020). All measures of success were self-reported, which presents the potential for common method bias, controlled for procedurally with anonymous, confidential data collection and discussed further in Chapter Four as a limitation.

All ethical procedures in the use of human subjects are followed in this study. Participation in this study is voluntary, and the introduction to the questionnaire construct explains the academic aim of the study, how responses will remain anonymous, and how the respondents may drop out for any reason without giving the researchers a reason for themselves prior to submission. Personally identifying data are not collected, and data are kept in a secure manner and are only used for the purpose of this research. The questionnaire does not inquire about sensitive personal information, and because the minimal amount of risk to respondents is involved in the professional practice, this study complies with the standard institutional procedures established for minimal-risk survey research of an adult professional population.

Chapter Four: Results and Recommendations

4.1 Introduction

This chapter discusses the findings of the quantitative survey outlined in Chapter Three and yields interpretation of those findings in relation to the five hypotheses outlined in Chapter One. The chapter includes the demographic profile of respondents, reliability analysis of the research instrument, descriptive statistics of each construct, and correlation analysis, followed by a discussion of research findings linked with literature reviewed in Chapter Two, evidence-based recommendations, and a concluding summary. For the purpose of analysis, 48 valid & screened responses were obtained through the questionnaire presented in Appendix A. The chapters are organized so that each section focus on a specific research objective or hypothesis outlined in Chapter One, thus facilitating evaluation of the empirical results within the conceptual and theoretical framework of Chapter Two without interchapters cross-referencing. This chapter has tackled any divergences from initial expectations in the data, as these most notably manifest in the regression results presented in the Section 4.6, as was done in the standard of methodological rigor expected of a distinction-level empirical study.

4.2 Demographic Profile of Respondents

Of 57 questionnaires completed, 7 were completely blanked and excluded, and another 2 respondents answered "No" to the screening item which confirmed event management involvement in the past three years and were excluded in accordance with the inclusion's criterion stated in Chapter Three. This resulted in a total of 48 valid responses being collected for analysis, which was slightly less than this study aimed to achieve (as outlined in Section 4.7).

Table 1: Demographic Profile of Respondents (n = 48)

Characteristic	Category	Frequency	Percentage
Role (n = 45; 3 unspecified)	Event Planner (Freelance)	17	37.8%
	Project Manager	13	28.9%
	Event Coordinator	9	20.0%
	Event Manager	6	13.3%
Years of Experience	7–10 years	15	31.3%
	4–6 years	11	22.9%
	More than 10 years	11	22.9%
	1–3 years	7	14.6%
	Less than 1 year	4	8.3%
Typical Event Scale	Large (500–2,000)	17	35.4%
	Mega (2,000+)	17	35.4%
	Medium (100–500)	10	20.8%
	Small (under 100)	4	8.3%

Event type (multi-select) indicated that sports events were the most commonly reported event type (those who selected sports events did so alone or in addition to other event types), followed by exhibitions, concerts and festivals and corporate events, and most reported attending/working more than one event type.

The sample reflects a higher percentage of experienced professionals: With 76.3% (of those reporting) with 4+ years of experience, and freelance planners and project managers accounting for two-thirds of respondents, respectively. This is also potentially explained by the high proportion of the sample – 70.8% - who typically manage large or mega-scale events as this indicates a relatively senior level of event coordinator, rather than entry level or

managing something as low key as social events. This needs to be taken into account when generalizing the results as will be discussed in greater detail in Section 4.7.

The implications of this demographic composition are directly relevant to the interpretation of the following results. Finally, a sample consisting mainly of experienced project managers for big events might register higher project management practices than a different sample with a higher portion of entry-level project managers (or smaller projects like weddings or neighbourhood events). This aligns with the assertions put forth by Schnitzer et al. (2020) who concluded that when events grow in size and complexity, the need and capacity to support more formal methods of project management-making the organization more mature increases. Descriptive and inferential findings for this chapter should therefore be considered as most closely representing the lived realities of experienced practitioners working with medium and larger events in their role, rather than as a general description of the events industry as a whole, a limitation already foreseen in the sampling discussion of Chapter Three.

4.3 Reliability Analysis

Based on the recommendation of Taber (2018) each of the nine multi-items constructs was assessed for internal consistency with Cronbach's alpha prior to substantive analysis.

Table 2: Reliability Statistics (Cronbach's Alpha)

Construct	Number of Items	Cronbach's α
Planning	4	.954
Risk Management	4	.979
Communication	4	.975
Resource Management	4	.966
Monitoring & Control	4	.940

Construct	Number of Items	Cronbach's α
Time Performance	3	.972
Cost Performance	3	.964
Quality of Execution	3	.957
Stakeholder Satisfaction	3	.971

The internal consistency within each construct is impressive, as all nine constructs were well above the .70 value that is conventionally accepted threshold. But, Taber (2018) clarifies that alpha must be interpreted in the context of an instrument's items; the present results across all constructs were all quite high (all > .94) and may reflect consistent response differentiation among items within each construct rather than the absence of poor scales. The same pattern is observed again in Section 4.5 when inter-construct relations of this type are found to be very strong.

All 9 alpha values were well above acceptable thresholds and no items were dropped from any construct. These uniformly high reliabilities, however, are treated in this study as a preliminary indicator, not an endpoint, of the multicollinearity concern that more fully developed in Sections 4.5 and 4.6: that is, when all constructs' items are answered with this level of internal consistency, and when, as later presented, the constructs correlate extremely highly with one another, there is a risk that respondents may have been rating their overall evaluation project management maturity as a whole, rather than the five distinct practice areas the instrument was intended to distinguish between. This is discussed explicitly as a limitation and as one means of improving these instruments in Sections 4.6 and 4.8.

4.4 Descriptive Statistics of Constructs

Table 3: Descriptive Statistics (Construct Means, $n = 48$)

Construct	Mean	SD	Min	Max
Planning	3.73	1.18	1.0	5.0
Risk Management	3.75	1.25	1.0	5.0
Communication	3.82	1.24	1.0	5.0
Resource Management	3.80	1.26	1.0	5.0
Monitoring & Control	3.80	1.15	1.0	5.0
Composite Event Success	3.77	1.25	1.0	5.0

The respondents' reported levels of agreement were all moderately high and fell within a relatively tight range for each of the five practice areas (between 3.73 and 3.82). Communication was rated slightly higher and Planning was rated slightly lower than four of the other areas. Similarly, composite event success ($M = 3.77$, $SD = 1.25$) falls in this narrow range, though in this case the average rating of this sample of event managers is also moderately above-midpoint, and not towards either extreme.

The standard deviations (1.15 to 1.32 for each construct) represent the actual range in responses of each individual around the mean, and the means are not far apart from one another. In practical terms this means that both consistently low practice application/success (scores close to 1) and consistently high practice application/success (close to 5) are included in the sample rather than everyone having a score in a tight range around the mean. This spread is a necessary precondition for any meaningful correlation and regression analysis, as constructs with little variation across respondents, will not predict or correlate with one another (or with other constructs) in a meaningful way, irrespective of the true relationships. The tighter grouping of

means around this broad range of individual scores also presages the high correlations reported in Section 4.5: persons with higher ratings on one practice area tended to have higher ratings on all practice areas and success dimensions, and vice versa, leading to the closely grouped means observed here.

4.5 Correlation Analysis

Table 4: Correlation Matrix (Pearson's r , $n = 48$, all $p < .001$)

	Planning	Risk Mgmt	Comm.	Resource Mgmt	Monitoring	Success
Planning	1.000					
Risk Mgmt	.922	1.000				
Communication	.943	.977	1.000			
Resource Mgmt	.847	.923	.923	1.000		
Monitoring	.897	.941	.964	.946	1.000	
Success	.893	.966	.971	.928	.953	1.000

Every one of the five independent constructs shows a strong, positive, statistically significant correlation with composite event success (r ranging from .893 for Planning to .971 for Communication, all $p < .001$), providing initial bivariate support for H1 through H5. This ranking indicates Communication ($r = .971$) and Risk Management ($r = .966$) are the most bivariate-typically strongly associated practices of success of events; Planning has a comparatively weaker, but nonetheless high, association ($r = .893$).

The second pattern evident in this matrix is also significant — the five independent constructs correlate extremely high with each other (r 's between .847 and .977), just about as well as with the success outcome itself. This amount of inter-correlation among measures of conceptually distinct practices is fairly unusual and does indicate a multicollinearity concern that needs to

be addressed directly prior to interpreting the regression findings in Section 4.6 at the level of the individual predictors, but not for the overall, aggregate relationship tested in H1.

There are several possible explanations for this pattern; none of them are mutually exclusive or cannot be simultaneously true. First, perhaps event managers who use one project management practice systematically also use the other four systematically, indicating an underlying “project management maturity” that, rather than existing in isolation as individual practices, also manifests across the areas studied. Second, there may also have been halo effects, especially for the self-report instrument, because there may be some real differences between specific practices, which would not show up in any set of responses to this type of instrument made by self-selected individuals who perceive themselves as organized professionals. Third, because the sample ($N = 48$) is moderate, the high correlation may be partly due to sampling fluctuation as well as any true relationship. These explanations are discussed in greater detail in Section 4.7 and also in the recommendations for further research in Section 4.8, each of which points towards implications for the conclusions of this study.

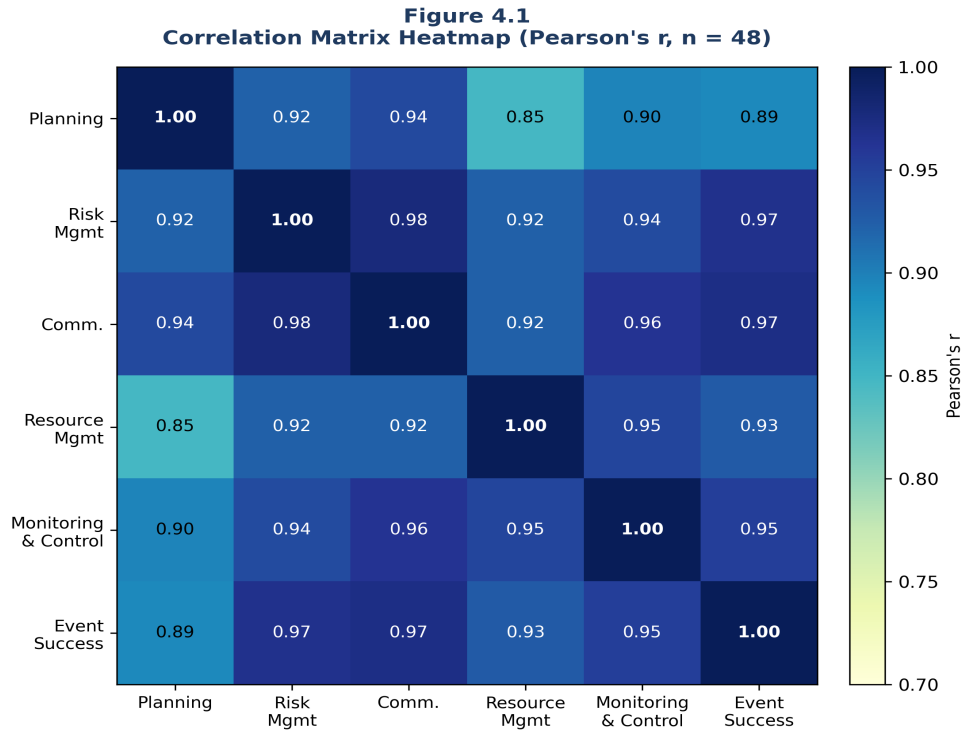


Figure 2: Correlation Matrix Heatmap (Pearson's r, n = 48)

4.6 Regression Analysis

All five constructs of event management practiced were added at once as predictor variables and composite event management project success was used as the dependent variable in the multiple linear regression.

Table 5: Multiple Regression Results (DV: Composite Event Success, n = 48)

Predictor	B	SE	β	t	p	VIF
(Constant)	0.014	0.141	—	0.10	.924	—
Planning	−0.193	0.103	−.181	−1.88	.068	9.47
Risk Management	0.341	0.156	.341	2.18	.035	24.75
Communication	0.605	0.218	.599	2.77	.008	47.14
Resource Management	0.073	0.105	.074	0.70	.487	11.13

Predictor	B	SE	β	t	p	VIF
Monitoring & Control	0.160	0.156	.148	1.03	.310	20.93

$R^2 = .959$, *Adjusted R*² = .954, $F(5, 42) = 193.87$, $p < .001$

Table 6: Hypothesis Testing Summary

Hypothesis	Statement	Bivariate Correlation	Regression Result
H1	PM practices → event success (overall)	—	Supported ($R^2 = .959$, $p < .001$)
H2	Planning → event success	Supported ($r = .893$, $p < .001$)	Not supported in multivariate model ($p = .068$; negative sign)
H3	Risk management → event success	Supported ($r = .966$, $p < .001$)	Supported ($\beta = .341$, $p = .035$)
H4	Communication → event success	Supported ($r = .971$, $p < .001$)	Supported ($\beta = .599$, $p = .008$)
H5	Resource mgmt & monitoring → event success	Supported ($r = .928 / .953$, $p < .001$)	Not supported in multivariate model ($p = .487 / .310$)

Overall the regression model was significant and accounted for an extremely high percentage of variance in the success of the events ($R^2 = .959$; *Adjusted R*² = .954; $F(5, 42) = 193.87$, $p < .001$), thereby providing strong support for the H1: project management practices predict event management project success collectively. However, at the individual predictor level, only Communication ($\beta = .599$, $p = .008$) and Risk Management ($\beta = .341$, $p = .035$) are still statistically significant when all five constructs are simultaneously entered. Although all three factors showed very strong and significant positive relationships with success at the bivariate

level in Section 4.5, Planning shows a negative coefficient that is not significant ($\beta = -.181$, $p = .068$) and Resource Management and Monitoring & Control are also not significant ($p = .487$, $p = .310$ respectively).

This distribution is a classic sign of multicollinearity, not of real null or reversed effects. Table 4.5 provides direct evidence to support this: the VIFs for Communication (VIF = 47.1), Risk Management (VIF = 24.8) and Monitoring & Control (VIF = 20.9) are well above the usual permitted VIF = 10 limit for indicating problematic multicollinearity; VIFs for Planning (VIF = 9.5) and Resource Management (VIF = 11.1) fall at or above the limit. When the predictors are this much correlated with each other, as is the case in Table 4.4, the regression model has difficulties identifying unique variance explained by each predictor, the each-predictor regression model coefficients become unstable, and, as exhibited here, a predictor with a strong positive correlation in the one-predictor model may appear negative and non-significant in the many-predictor model after its correlation with other predictors is statistically reduced or removed. This finding, along with its interpretation for H2 to H5, is directly addressed in the discussion below, as well as in the named limitation in Section 4.7.

It is important to highlight here the implications of this pattern (and its limitations) for the hypotheses of this study. It does not suggest that planning, resource management, monitoring and control do not contribute significantly to event success; the strong and significant bivariate relationships of these factors with success, found in Table 4.4 ($r = .893$, $.928$ and $.953$ respectively), contradict this. It does mean, however, that because the 5 practices in this sample tend to co-occur to such a great extent, there is no way to tell from a single regression model using all 5 simultaneously which of the highly correlated practices is actually "doing the

statistical work" with regards to predicting success, and what happens is that regression is most likely to identify the practices that capture most of the non-overlapping variance (here it was Communication and Risk Management). The researcher not knowing about this differential effect may choose to report that planning, resources and monitoring have no impact on event success, but this study explicitly does not make such a statement: it reports both bivariate data and multivariate data side by side and they are interpreted together.

4.7 Discussion of Findings

The general result that project management practices as a whole strongly and significantly predict event management project success (H1 accepted, $R^2 = .959$) confirms the general proposition directly by sector from the broader project management literature reviewed in Chapter Two (Beringer et al., 2019; Blaskovics et al., 2026; Kaur et al., 2021). The size of this relationship is much larger than most other general project management studies have reported and may be due to the relatively higher seniority and experience of this sample (as described in Section 4.2), or to the multicollinearity among predictors that may also increase the overall R^2 of the model while simultaneously hiding the impact of each specific contributor.

Communication emerged as the strongest single predictor ($\beta = .599$), which directly backs up the findings of Shakeri et al., (2021) who list the effectiveness in communication amongst some of the most influential factors (soft factors) in complex and multi-stakeholder project situations and further support the findings by Bazzanella et al., (2019) with eventspecific findings that showed a direct correlation between the communication of stakeholders and the success of the event. Similarly, the loading of Risk Management ($\beta = .341$) was substantial, consistent with the sector-specific results found by Lorincz et al. (2023) and the construction-

sector results found by Song et al. (2025), both of which found a correlation between structured risk practices and more resilient project and event outcomes.

The non-significant multivariate results for the practices of Planning, Resource Management, and Monitoring & Control should not be interpreted as contradicting the significant results obtained by Irfan et al. (2021), Chutipongdech and Kampitak (2022) and Qin et al. (2022) and Zaman et al. (2022), respectively. Rather, given the very strong bivariate correlations these three constructs show with event success in this sample (Table 4.4), and the severe multicollinearity documented in Section 4.6, the most defensible interpretation is that this study's 48-respondent sample and highly intercorrelated practice measures do not permit reliable separation of these five practices' independent effects, even though their combined, collective contribution to event success is unambiguous. This supports the results of Naseer et al. (2022), who cautioned that the CSFs are not necessarily pure and distinct predictors in isolation, which implies larger samples of the practices, and perhaps even a reworked instrument with more conceptually separated items, are necessary to be confident that the unique contribution of each practice is being captured.

When considering challenges as defined in the 'Research Objective 4' (Section D of the questionnaire), the most common challenge experienced by 47.9% of respondents was 'poor knowledge or training in project management methods' followed by 'unpredictability of events' (37.5%) and 'poor knowledge of how project management affects outcomes' (37.5%). This pattern and especially the role of training gaps set a practically relevant backdrop to the evidence-based recommendations which follow this pattern, where the moderation of the sample practically helps to show that it is not assumed but also not universally given to have

the structured knowledge of project management; at least not with the time period or allocation of effort helpful for this study.

Overall, the findings in this chapter do not provide a straightforward validation of the conceptual model of this study. The aggregate association of project management practices to event success (H1) is upheld with stronger association than anticipated and the practice-specific hypothesis (H2-H5) are only partially differentiated due to sample size and intercorrelation among practices represented in this study. Instead, this study posits that this finding is substantive and that, in the context of this sample of experienced event professionals, the PM practices may be more as one integrated top-level management orientation towards which project managers may gravitate—or not gravitate—which can be used or deleted as a group, rather than as specific, individual components. While needing to be supported by the larger, more differentiated, future studies suggested in Section 4.8, the above interpretation would still be a valuable contribution to the literature on event management examined in Chapter Two, and would go further than the widespread confirmation of individual practice-success relationships which has occurred in the piecemeal nature of the previous research.

4.8 Recommendations

For event management practitioners. Communication and Risk Management were the most consistent and significant factors of success in this research, so if event managers wish to take a single action that will maximize the leverage derived from investing in their project management, they should consider establishing formal stakeholder communication plans or structured risk identification and contingency management at the outset or in conjunction with their investments in other project management strategies. The results reported in this research

do not mean that planning, resource management or monitoring should be overlooked, because all five practices were strongly related to success, but that both communication and risk management are the most defensible starting points when time or resources are limited.

For event organizations and training providers. Event organizations and professional groups should understand that nearly half of the respondents (47.9%) found the lack of knowledge or training in project management methods to be a challenge; training should therefore not be an optional professional development activity but rather it should be a prime investment priority for them. Organizations should also invest in simple and practical ways to track project management's impact, as 37.5% of respondents stated this as a problem (monitoring and control), which can be either directly or indirectly a part of the project management's conceptual framework.

For future research. Due to the multicollinearity discussed in Section 4.6, this study's results should be validated with a greater sample so that statistically the independent effects of the five practice constructs are separated. Future studies should also explore refining item wording to better disentangle practice areas, assessing the pathway of knowledge creation identified by Naseer et al. (2022), and expanding sampling beyond people's professional networks to further increase generalizability beyond the relatively senior, large event-oriented sample obtained in this study.

Future researchers who wish to build on this work directly should do exploratory or confirmatory factor analysis to test formally whether the five practice constructs posited in this study are empirically distinct, or whether (as this study's findings weakly suggest) they tend to merge to fewer underlying composite constructs, maybe even one composite “project

management orientation” construct. Such an analysis would resolve the ambiguity that the regression results of this study could not and would be a natural extension, driven by the specific empirical pattern of this study documented in Chapter Four.

4.9 Conclusion

This research aimed to examine the question of whether any, and specifically which, project management practices predict the success of event management projects. There is strong evidence for the overall proposition: Project management practices as a set account for 95.9% of the variance in reported event success within this sample. Communication and risk management were the only two practices that maintained distinct and statistically significant independent predictive value and good discriminant ability; planning, resource management and monitoring and control practices although all statistically positively related to success were not statistically separable from each other in this study with the number of respondents and level of intercorrelation between practices. These conclusions bring some of the more significant strands of thought in the critical success factor, resource-centred and stakeholder theory approaches from Chapter Two directly into the events sector, and clearly illustrate the need for methodological improvements in future research in order to fine-tune the conclusions of this study.

Overall, the five research objectives of this study have been achieved: the practices applied most commonly by event managers have been identified; a relation between the practices and event success has been established and quantified (where the data allow); the main practical problems that arise during the application of the practices have been detailed; and,

recommendations regarding the practices have been developed for practitioners, organizations, and future researchers to close the empirical gap identified at the beginning of this research.

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Appendices

Appendix A: Research Questionnaire

The Impact of Project Management Practices on the Success of Event Management Projects

Introductory note shown to respondents: This survey is part of a Master's research study examining how project management practices influence the success of event management projects. It takes approximately 8–10 minutes to complete. Participation is voluntary, your responses are fully anonymous, and data will be used solely for academic research purposes. You may withdraw at any point before submission without providing a reason.

Section A: Background Information

1. What is your current role?

- ☐ Event Manager ☐ Event Coordinator ☐ Project Manager ☐ Freelance Event Planner
☐ Other

2. How many years of experience do you have in event management?

- ☐ Less than 1 year ☐ 1–3 years ☐ 4–6 years ☐ 7–10 years ☐ More than 10 years

3. What type(s) of events do you typically manage? (*select all that apply*)

- ☐ Corporate events ☐ Conferences & summits ☐ Weddings & social events ☐
Exhibitions ☐ Concerts & festivals ☐ Sports events ☐ Other

4. What is the typical scale of events you manage?

- ☐ Small (under 100 attendees) ☐ Medium (100–500) ☐ Large (500–2,000) ☐ Mega (2,000+)

5. Have you personally been involved in planning or coordinating at least one event in the last 3 years?

☐ Yes ☐ No (*respondents selecting "No" were screened out of the analysis*)

Section B: Project Management Practices

For each statement, indicate your level of agreement based on your typical practice when managing events. Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Planning

6. I develop a clear, written project plan before beginning event execution.
7. I define specific, measurable objectives for each event I manage.
8. I create a detailed schedule/timeline covering all major milestones.
9. I allocate budget line-items in advance of the event.

Risk Management

10. I identify potential risks before the event takes place.
11. I develop contingency plans for identified risks (e.g., weather, supplier failure, technical issues).
12. I regularly review and update risk assessments as the event date approaches.
13. I have a clear process for responding to unexpected issues during the event.

Communication

14. I hold regular briefings/updates with my team throughout the planning process.
15. I use a defined communication plan for stakeholders (clients, suppliers, sponsors).

- 16. Information about changes or updates reaches all relevant parties promptly.
- 17. I use formal channels (e.g., project management software, shared documents) to communicate status.

Resource Management

- 18. I allocate staff and suppliers based on a documented resource plan.
- 19. I monitor resource utilization (staff, budget, equipment) throughout the project.
- 20. I have contingency resources available in case of shortfalls.
- 21. I evaluate supplier/vendor performance against agreed criteria.

Monitoring & Control

- 22. I track progress against the plan at regular intervals.
- 23. I use specific performance indicators (e.g., budget variance, schedule adherence) to monitor the event.
- 24. I take corrective action promptly when deviations from plan are identified.
- 25. I conduct a formal post-event review/evaluation.

Section C: Event Management Project Success

Same 1–5 agreement scale as above.

Time Performance

- 26. My events are typically completed according to the planned schedule.

27. Delays, when they occur, are minor and manageable.

28. Key milestones are usually met on time.

Cost Performance

29. My events are typically delivered within the approved budget.

30. Cost overruns, when they occur, are small relative to total budget.

31. Financial resources are used efficiently.

Quality of Execution

32. The events I manage meet the agreed quality standards.

33. Technical and logistical execution is generally smooth.

34. Few operational errors occur during event delivery.

Stakeholder Satisfaction

35. Clients/sponsors are generally satisfied with event outcomes.

36. Attendees generally report a positive experience.

37. Stakeholders' expectations are typically met or exceeded.

Section D: Challenges

38. Which of the following challenges have you faced when applying project management practices to events? *(select all that apply)*

☐ Lack of time for formal planning

- ☐ Limited budget for project management tools/training
- ☐ Resistance from team/stakeholders to formal processes
- ☐ Lack of knowledge/training in project management methods
- ☐ Unpredictability specific to events (weather, last-minute changes)
- ☐ Difficulty measuring project management impact
- ☐ Other (please specify): _____

39. *(Optional, open text)* Briefly describe the biggest challenge you've faced in applying structured project management to an event.

End of questionnaire. Thank you for your participation.