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Disclaimer

This dissertation report records the original work under the supervision of Dr. Raheel Asghar. This dissertation report is prepared only for academic study and learning purposes. I also affirm that the research information provided in this report and this practice within business management is correct and to the best ofmy knowledge and research. Students and institutes reserve the right to confidential this dissertation researchfor information provided by participants or organizations as part of the research or for the use of such information provided under this authorization.

Executive Summary

The executive summary provides a concise overview of this thesis, which examines event management opportunities in Saudi Arabia through in-depth research and analysis. Events can be categorized by their type, size, and subject, including social, economic, and cultural activities such as mega-events, festivals, celebrations, engagements, exhibitions, and corporate events, among others. Event management involves planning, organizing, controlling, producing, and evaluating an event, encompassing budget management, entertainment, venue selection, scheduling, technical support, coordination, and other arrangements.

Over the past decade, the event management industry in Saudi Arabia has grown significantly, promoting local and international entertainment to foster an events culture among the general public. The Saudi Government now regularly organizes festivals, exhibitions, conventions, corporate events, celebrations, games, and heritage promotions to transform the country's direction and environment. This burgeoning industry also opens new avenues for travel and tourism, contributing to economic growth and aligning with the country's ease of doing business policy. The Saudi Government's initiatives aim to create an events culture that offers entertainment, generates new jobs for young people, enhances social improvement, celebrates cultural diversity, supports nation-building, and drives modern cultural development.

Although the event management industry in Saudi Arabia has seen significant recent growth, it continues to develop towards meeting the established standards of Western countries. Western mentors and philosophers have significantly contributed to modern literature, establishing international standards, current theories, and professional expertise that ensure high-quality entertainment and comfort for audiences.

This dissertation delves into numerous event management theories and concepts presented in the literature, arranged chronologically and thematically, as well as methodologically. Key literature sources reviewed in this dissertation include works by Judy Allen (2010), Gibson & Connell (2011), Capell (2013), Elspeth Frew (2013), Joe Goldblatt (2013), Dawson and Bassett (2015), Kitchin and Ferdinand (2017), Edge and Oddy (2018), Stephen Page (2019), Donal Gets (2019), Newbold (2019), Chris Cooper (2021), and Razak Tahir Rashid (2022). These authors have made significant contributions to event management literature, offering new directions and milestones for academic development in the industry

through their extensive work and modern publications.

This Dissertation also considers contemporary scholarly contributions to the event management industry in Saudi Arabia, highlighting new ideas and mechanisms for organizing successful events. It seeks to identify and address gaps in existing literature through our research and findings, providing a solid foundation for further development and investigation in this field. This report is an excellent academic and professional summary for business studies and research.

After reviewing the multiple academic theories, the conceptual framework developed for the event management industry evaluates significant variables of the study, such as data analysis outcomes, segment and volume relationships, and the correlation between the Saudi government and its citizens. The independent variables for event organizers hinge on the unstable satisfaction and entertainment of local citizens. This marks the first step for Saudi Arabia to advance professionally in this industry, supporting local recreation and providing profitable opportunities for the business community.

Our mixed research methodology in the Saudi Arabian event management industry helps to understand the scope, processes, procedures, and essential elements, summarizing and analyzing the information. We employ both qualitative and quantitative methods for data collection, analysis, and evaluation through surveys, questionnaires, observations, experiments, interviews, focus groups, expert opinions, and online and ethnographic research. This approach helps us analyze the requirements, demands, expectations, and perceptions of event management in Saudi Arabia. The sample size is determined using a statistical formula.

The study considers various population categories within the event management industry, including attendees' gender, age, personality, style, occupation, education, and experience. Data collection methods, whether random or non-random sampling, can be qualitative or quantitative. Business theories and recommendations guide discussions on improving the event management industry in Saudi Arabia through data analysis and evaluation. Critical success factors such as feasibility studies, planning, budgeting, target market identification, and risk assessment are vital for data collection and analysis.

This dissertation report contributes to academics, the business community, and professionals by enhancing expertise in implementing modern event management strategies

and techniques, addressing gaps and flaws within the Kingdom. It elaborates on the event management background, identifies problems and solutions, and outlines processes, procedures, benchmarks, and standards in the Saudi Arabian event management industry

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1.1. Introduction

Event management involves the practice and process of planning, hosting, and organizing events or gatherings for social, cultural, and economic objectives. It also includes administrative activities such as coordinating and controlling events, providing logistic support, managing time, budgeting and finance, crowd management, product and service management, and other necessary arrangements. Events serve to educate participants, whether administrative staff or the target audience, and contribute to human development and mental health, thus improving the quality of life. The scope of the event management industry encompasses private, public, and government events. Events are classified as mega-events, major events, hallmark events, and community events. Notable events include festivals, conferences, exhibitions, corporate concerts, conventions, political events, sports events, summits, ceremonies, private parties, and community events.

Event management is a technical industry that caters to events of all sizes, from mega-events to small parties. It relies heavily on fundamental principles and procedures established by leading event management industries globally. Segregation of duties and effective time management are crucial for organizing successful events. Strategic event planning and leadership are key components in delivering successful events.

Over the past decade, the event management industry in Saudi Arabia has experienced significant growth. Event management opportunities in Saudi Arabia present substantial business prospects for young entrepreneurs, providing quality entertainment and fostering a more liberal environment for the local population. The Saudi Government organizes numerous festivals, sports, cultural, corporate exhibitions, religious, political, private, and public events to drive economic growth and nation-building through the media and entertainment industry. Despite this progress, Saudi Arabia still has immense potential for current events and advanced technology to bridge industry gaps and seize opportunities. The Saudi Government has outlined short- and long-term plans to become more liberal and modern, particularly with their younger generation, in alignment with the Vision 2030 initiative. Event management is a crucial area for investment and improvement, aimed at increasing public engagement and attracting more tourists.

Effective time management is crucial in event planning as it ensures confidence, reliability, and timely delivery of work commitments. The event management industry in Saudi

Arabia is still developing and is not yet fully mature compared to Western countries, which have well-established academic and professional standards for event studies. It often lacks basic principles and techniques such as strategic planning, identifying the target audience, event format, structure, duration, selection of entertainment activities, marketing and advertising, location evaluation, segregation of duties, budgeting, financing, controlling processes, time management, backup plans, operation management, risk management, capacity management, dismantling, performance measurement, and attendee feedback.

Saudi Government (2019) set the benchmark of the Dubai industry as a role model for developing the country's event management culture and lifestyle (Julia Charles, UK Event Management Company). In mosttechnical, technological and advanced areas of events and shows, the United Arab Emirates companies are always niche and play a vital role in getting a considerable part of the business. The Saudi Government provides local entrepreneurs, investors, and youngsters with a way to appreciate their new ideas and innovation, stimulating creative thinking and opinions to promote their talent for arts development and high culture through web marketing and social media.

The latest event management theories and practices are defined by scholars such as Judy Allen (2010), Donald Getz (2012), Goldblatt (2013), Laura Capell (2013), Kaiser (2014), Dawson and Basset (2015), Kitchin and Ferdinand (2017), and Chriss Cooper (2021). These authors and many other mentors have established event management literature, academic standards, professional practices, and values that contribute to social, economic, and cultural developments. Reviewing the literature and theoretical values reveals the exposure of economic business models, including travel and tourism, sports events, festivals, and cultural events. Philip Kotler (2013), Donald Getz (2017), and other economists discuss the role of industry revenue growth and expansion in event management, industry marketing, and economic benefits. Howard & Ulferts have conducted thorough research on event marketing and advertising to attract target audiences.

Developed populations and areas are selected for international entertainment and to embrace upcoming global trends such as cultural events, sports, concerts, corporate exhibitions, and musical shows through advanced technological resources and capabilities. The developing Saudi population was chosen for local and traditional festivals to explore and celebrate heritage, attracting the local audience. The Saudi government has designed a chain

of events in various small and large cities across the country, catering to both local and international entertainment activities. Every year, eleven cities are highlighted, with numerous locations within each city organizing sub-seasons, as planned by the Saudi Gazette.

(I)	Eastern province
(II)	Ramada
(III)	Jeddah
(IV)	Eid Al Adha
(V)	Eid Al Fiter
(VI)	Al-Taif
(VII)	National Day
(VIII)	Riyadh
(IX)	Diriyah
(X)	Al-Ula
(XI)	Hail



This chain of events rotates periodically throughout the country according to weather conditions. It entertains and engages citizens nationwide, while also attracting foreign travel and tourism. These events educate the population and transform the overall atmosphere, aligning with the country's strategic direction.

Activities such as local crafting, folk art, design, painting, drawing, sketching, and other creative endeavors are organized through exhibitions, gatherings, and events to promote local culture and preserve heritage. These art exhibitions in Saudi Arabia encourage young people to refine their talents and skills, address climate change, and participate in social activities.

In summary, the event management industry in Saudi Arabia cultivates future leaders, professionals, and experts who can sustain the country's environment and adapt to changes. Preparing future leaders requires international awareness of trends, fashion, and advanced lifestyles to understand the global atmosphere, fostering innovation, modern thinking, and liberalism while maintaining ethical behavior among citizens. The Saudi Government's event management initiatives benefit local citizens economically, ethically, socially, behaviorally, and psychologically, impacting their mindset and reducing stress across all classes, genders, ages, and professions.

Our research and analysis aim to provide stakeholders in event management, particularly in Saudi Arabia, with deeper knowledge and efficient tools to better organize events. This will lead to increased engagement, higher revenue, and greater profit.

1.1.1 Event Management Classifications

The event management industry is a technical and professional field, grounded in initial principles set through academic theories and models prepared by credible institutes and mentors (Judy Allen, 2009). Academic experts in the event management industry have designed principles, structures, phases, steps, stages, and curricula according to event category, size, and type. The three main classifications for event management standards are outlined below.

1- Pre-Event dimensions

Pre-event dimensions and activities are the most crucial part of the event management industry, representing the event objectives, goals, ideas, vision, planning, targets, risks, finance, budget, capabilities, resources, etc. Event management also includes scope, significance, intended outcomes, critical success factors, and methodological sustainable techniques and procedures. If the pre-event dimensions and strategic planning are aligned correctly, administration and control ensure that events are organized and delivered effectively.

2- During Event dimensions

During the event, dimensions include activities such as testing equipment and lights, welcoming guests, arranging seating and hospitality, monitoring key performance indicators, overseeing operational roles and responsibilities, distributing gifts and awards, managing time, providing amusements and entertainment, and seeing off all visitors and participants.

3- Post-event dimensions

Post-event dimensions encompass dismantling, shutdown, reporting, and evaluation activities, including cleaning, waste management, participant feedback, and measuring event success. After the event, there is an opportunity to evaluate weaknesses and mistakes to improve future entertainment, operational procedures, and facilities. Positive aspects identified also build confidence and serve as strengths for future events.

1.1.2 Successful Event Management standards and guidelines

The event management industry adheres to technical standards and employs excellent techniques both academically and professionally. These standards are derived from the

extensive experience of top event management companies, academic studies by mentors and scholars, and recommendations from many professional institutes.

Western countries are the most advanced in applying standards, and their academic procedures serve as the best benchmarks for the rest of the world.

ISO 20121 (Event sustainability management systems)

The world has become unified academically and professionally through the International Organization for Standardization (ISO). Each industry has its ISO standards and procedures, and the event management industry is no exception. ISO 20121 supports organizations in achieving sustainability throughout the event management cycle, including evaluations. This standard is directly connected with various aspects of the event industry, such as entertainment, team building, supply chain, food and beverage, logistics, and the entire operational framework, with monitoring and evaluation to build potential for social, cultural, economic, and environmental sustainability impacts of events.

BS 8901 (Planning and management of sustainability events)

BS 8901 is a British event management standard that provides professional and practical guidelines and instructions to support event management planning and execution. The objective of these standards is to organize a successful event management industry that has economic, social, and cultural impacts. These standards, used in the United Kingdom, benefit growing industries and new initiatives by setting effective work mechanisms and providing consultancy job opportunities.

Five C's of Event Management

The five C's of event management are essential career development factors. The five C's of event planning enhance the professional experience for the event management team, including participants. The five C's are: (1) event concept, (2) event coordination, (3) event control, (4) culmination, and (5) event closeout. These principles are effectively used in the event management industry.

1.1.3 Event management industry benchmark

The event management in Saudi Arabia benchmarks against the standards set by Western countries such as those in Europe and America. Leading European countries in mega-events

include Spain, France, Italy, and the United Kingdom. Below is a brief overview of notable festivals in these countries:

1- Spain:

Spain is renowned for its rich traditions, customs, and festivals, such as Semana Santa, San Fermin (Pamplona Bull Run), Tomatina (Tomato Fight), Las Fallas, Feria de Sevilla, Carnival, Christmas & New Year, Cristianos y Moros, Semana Grande in Bilbao, and Tamborrada in San Sebastian. These event formats attract both local and international audiences, with many tourists traveling from around the world to experience these events.

2- France:

France boasts a vibrant culture and heritage, celebrated through famous events such as the Berck-sur-Mer Kite Festival, Menton Lemon Festival, Cannes Film Festival, Nice Carnival, Festival Medieval de Sedan, Wine Festivals, Bastille Day (14th of July), La Fête de la Musique, Festival of Lights in Lyon, and Chorégies d'Orange. French event management systems and procedures serve as successful examples for developing countries.

3- Italy:

Italy is known for organizing cultural and religious festivals worldwide. Notable Italian festivals include La Quintana, Carnevale, Battle of Oranges, Procession of Mysteries, Game of the Bridge, and the Battle of Oranges. Many countries have adopted Italian event management standards and procedures to manage successful events.

4- United Kingdom:

The United Kingdom leads the modern world in event management, with its system unparalleled by any other country. The British event management system is supported by advanced software and applications. Famous events and festivals in the UK include the Jorvik Viking Festival, Jack in the Green, Hay Festival, Cooper’s Hill Cheese-Rolling, Notting Hill Carnival, Edinburgh Fringe, Highland Games, Hogmanay, and Saint Patrick’s Day. These events exemplify effective event management practices

5- United States of America:

Cultural events and festivals are of significant importance and enjoyment for US citizens, celebrating various civilizations. The USA hosts numerous cultural festivals across its states, including New Orleans Mardi Gras, Louisiana International Balloon Festivals, Oregon Shakespeare Festival, Burning Man in Black Rock Desert, Frozen Dead Guy Days, Aloha

Festivals, Fantasy Fest, Sturgis Motorcycle Rally, Coachella Valley, Cheyenne Frontier Days, and Coachella's celebrations. People travel worldwide to join and experience these vibrant celebrations.

6- United Arab Emirates:

The United Arab Emirates (UAE) is a leader in event organization within Asian countries and has greatly influenced Saudi Arabia in organizing modern events and festivals. Dubai, in particular, has inspired Saudi Arabia with its successful event management practices. Notable events in the UAE include the UAE Awafi Festival, Dubai International Film Festival, National Day Festival, Dubai Shopping Festival, Dubai Desert Classic, Dubai World Cup, Dubai Marathon, Eid celebrations, Jazz Festival, and the Emirates Airline Festival of Literature. Dubai is recognized as a premier destination for event management in Asia, both domestically and internationally. The UAE successfully follows and implements Western event management standards and procedures, attracting participants from around the globe.

1.1.4 Event management Strategies and Techniques:

Event management strategy encompasses the entire scope of the event, from concept to dismantling, including feasibility, framework, schedules, phases, and arrangement processes. The most popular strategies, pillars, and techniques include setting goals and objectives, budgeting and fund management, resource utilization and allocation, team management and leadership, tool selection, social and marketing efforts, operations and production, and tracking and analyzing results and impacts.

Key strategies for organizing and delivering a successful event include:

1. Planning and design: Develop a comprehensive plan and design for the event.
2. Identify target audience: Clearly define and understand the target audience.
3. Create awareness through blogging: Use blogs to generate awareness and interest.
4. Creating an event within an event: Plan sub-events to add value and engagement.
5. Social media and digital marketing: Leverage social media platforms and digital marketing strategies to promote the event
6. Event page and websites: Create dedicated event pages and websites for information dissemination.
7. Emailers, Short Messaging Services: Utilize email and SMS for direct communication and promotion.
8. Hiring event management professionals: Employ experienced event management

professionals for efficient execution.

9. Be creative: Incorporate creativity and innovation in event planning and execution. Charity and sponsorships: Seek charity and sponsorship opportunities to support and enhance the event.

Events strategically always benefit from utilizing advanced technology resources at full strength during every planning and implementation stage. Developing the best strategies in the event management industry requires time for trials and outcomes to reach a successful level after applying best practices and procedures (Johny Allen, 2012).

1.2. Background of the Study

A few years ago, the Kingdom of Saudi Arabia was a very religious and conservative society in the Arab World. Although Saudi Arabia had a strong economy, it was not as advanced and liberal compared to other Middle Eastern populations. Under the new leadership of Crown Prince Mohammad Bin Salman (MBS), the Saudi government announced Vision 2030, a strategic vision to reduce the country's dependence on oil and shift the economic focus towards developing public service sectors, including tourism promotion and encouragement. The event management industry in Saudi Arabia consistently demonstrates the historical background of event culture, whose theoretical and conceptual basics are analyzed and discussed in this study. The analysis and findings will serve as a basis for improving event management in Saudi Arabia.

1.2.1 Event Management industry background in Saudi Arabia

Saudi Arabia is the fort of the Muslim World, with millions of pilgrims visiting annually for Hajj and Umrah. The Saudi Government has extensive experience in hosting these religious gatherings. Initially, events in Saudi Arabia were primarily religious. However, recognizing the potential of these gatherings, the Saudi Government has leveraged its spiritual significance to promote further travel and tourism, attracting visitors to various locations across the country. The government has begun investing in tourism with short and long-term plans for economic growth and creating new jobs and business opportunities for the youth. In the last decade, the Saudi government has established many entertainment institutes and authorities, including:

- General Authority for Entertainment (GEA, 2016)
- Ministry of Culture (MOC, 2018)

- Commission for Tourism and National Heritage (SCTH, Resolution 2018)
- Ministry of Media (MOD, 2018)
- General Commission for Audiovisual Media (GCAM, 2012)
- Ministry of Tourism (MOT, 2015)
- Saudi Exhibition and Convention Bureau (SECB, 2009)

Other government and private platforms for cultural promotion are changing the overall environment of the country. In Middle Eastern culture, particularly in the Kingdom, there is a significant gap in organizing mega-events beyond religious gatherings. Current events in Saudi Arabia cannot succeed without advanced technology and quality entertainment. The Saudi Government is working hard to engage college students in social activities and develop outdoor games for local citizens to encourage participation and understanding of global culture and fashion trends.

The Saudi Arabia government has set economic, social, and cultural targets in line with Vision 2030. Ministries and authorities are currently identifying new tourism spots to preserve heritage locations and attract public interest. The Riyadh Metro Train project is an example of an investment aimed at emulating Dubai's benchmark to attract liberal tourists.

1.2.2. Event Management academic background:

The event management industry has a solid academic foundation rooted in business administration. In Arab or Middle Eastern culture, there is a long history of religious or political events. The technical field of event management includes organizing exhibitions, seminars, conferences, conventions, and arts, heritage, and traditional cultural events. This industry in Saudi Arabia supports incorporating academic literature (Aleissa, T, 2016).

According to Alsubaie (2012), the Saudi Government plans to attract the travel and tourism industry, including its events. Festivals and event tourism within the travel and tourism industry present a perfect opportunity to expand the country's economy and create new employment (Alsubaie, 2012).

In the modern event management industry, academic backgrounds described by Donal Getz (2012) cover the entire event process, from strategic management to event dismantling. Getz highlights the perfection in the event management industry, emphasizing that event management or planning often follows principles of planning and event delivery. He further explains that events consistently follow the planning and execution phases in the selected

venue. The event management business model contrasts with a few other business models presented in this academic literature. Getz's business model outlines essential and straightforward techniques for event planning and processes, presenting a contrasting business model. For instance, selecting deliberate planning must be emphasized, whether for executing a conventional event or a modern event, supporting the choice of an effective and suitable event management business model (Getz, 2012:37).

The study of event management focuses on financial purposes and advantages, impacting local communities and the country, including groundwork, production, entertainment, and facilities expansion (Cleland & Kearns, 2016). It also covers the extension of air transport infrastructure, objectives, ideas, and competitive arrangements. The economic and financial benefits, though requiring essential investments, lead to changes in the overall country environment and social dynamics. However, there may be negative perceptions of the organizer, associated with deprivation and impoverishment, and critical media scrutiny of the event management industry (Fairley et al., 2016).

In recent decades, the field of event management has grown significantly as an academic discipline worldwide. Top-level universities now offer bachelor's, master's, and doctorate programs in event management. Some of the leading international universities with notable event management educational programs include:

- University of Surrey (United Kingdom)
- London South Bank University (United Kingdom)
- University of Salford (United Kingdom)
- The California statement university (United States of America)
- University of Central Florida (United States of America)
- New York University (United States of America)
- Griffith University (Australia)
- Auckland University of Technology (New Zealand)
- Vancouver Island University (Canada)

These educational institutions and universities contribute modern literature and academic standards to the development of the event management industry, highlighting its value and importance in society. They promote the values of tourism, mega-events, sports activities, private events, and celebrations, creating proud memories, cultural awareness, folklore

development, and heritage preservation for social, cultural, and economic objectives.

1.2.3 Event Management professional background:

Event management is a professional and technical industry that has become profitable, especially in Saudi Arabia. Professional certification enhances the value of the highest professional skills, representing an investment in one's career and contributing to the support and growth of the industry.

Event managers are skilled in organizing events, and staff interested in event management typically earn professional certifications specializing in various fields. These professional certificates include:

- Certified Meeting Professional
- Certified Special Events Professional
- Certified in Professional Catering and Events
- Certified in Exhibition Management
- Certified Trade Show Marketer and Digital Event Strategist
- Certified Government Meeting Professional
- Certified Event Designer
- Certified Quality Event Planner
- Certified Conference and Events Professional
- Digital Event Strategist (DES)

These professional certifications have made the event management industry more professional, technical, and profitable for business communities worldwide, providing a booming career path for young professionals. Academic studies in this field enhance event management organizing skills and expertise, creating abilities in event feasibility, planning, design, light and sound, artist performance, project management, budgeting and financial management, workforce management, crowd management, logistics, public relations, and coordination.

1.3. Aims and objectives

The event management industry plays a crucial role in changing a country's environmental culture, educating local citizens, and guiding the nation's direction to achieve overall goals and objectives. The event management industry in Saudi Arabia also strives to achieve primary and secondary aims and objectives, which will be considered in our discussion and analysis.

1.3.1. Primary Aims and Objectives

The primary aims and objectives for the event management industry in Saudi Arabia are numerous. This dissertation's primary aim and purpose are to understand the basic principles and advancements of organizing and standardizing events compared to best practices and procedures, not limited merely to comparing standards and benchmarks. It also explores modern literature in the section devoted to the Literature Review, providing readers and interested audiences with new ideas and fashion trends for human development, especially in event management. In this connection, some of the essential factors in successful event management include:

(a) Social and Cultural Environment encompasses:

The Saudi government's primary focus is to transform the country's overall environment, preparing a roadmap from conservatism to liberalism. During this transition, the government's objective is to initiate social gatherings and events that adults, families, and children can join. These events, such as festivals, exhibitions, and parties, are crucial for fostering open-minded thinking. They are organized in both urban and rural areas to shape the mindset of developing regions. Growing cities are being prepared to offer quality entertainment, meet international standards, and follow modern trends. Consequently, the environment will gradually change, and the population will become accustomed to and engaged with the government's initiatives.

(b) Tourism and economics encompass:

Currently, the Saudi government relies on the petroleum sector for more than 85% of its revenue, with only 15% coming from other industries. The government plans to reduce this dependency on oil by developing additional businesses to increase revenue. As part of this strategy, the government has started investing in tourism destinations and heritage sites to boost the country's economy.

(c) Job creation and entrepreneurship:

The event management industry heavily depends on a diverse workforce. There are numerous job opportunities for young people, including administrative staff, technical staff, security personnel, promoters, ushers, cleaners, and laborers. Additionally, there are opportunities for young entrepreneurs to invest in this industry and profit directly or indirectly

through related businesses such as food and beverage services, stage and decorations, logistics, equipment and furniture rentals, and other miscellaneous services. Over the past five years, more than five hundred companies have registered in this industry in Saudi Arabia.

(d) Community and nation-building:

The Saudi government plans to highlight and celebrate its proud moments and achievements to build confidence among its citizens. The government aims to invest in the financial growth and development of its people. This investment aligns with the modern lifestyle and mental health initiatives, shaping the mindset and thinking direction of the nation.

(e) Country globalization adoption:

The world is becoming increasingly globalized due to advancements in technology and the internet, leading to digitalization and global connectivity. This involves the use of advanced technology, participation in the global community, and strong connections with other nations in areas such as art, culture, media, and education. Saudi Arabia plans to adopt and integrate modern trends and fashion for its citizens

1.3.2. Secondary Aims and Objectives:

The secondary aims of this dissertation research are to explore opportunities in the Saudi market for the event management industry, focusing on future career choices, implementation, and possibilities. The secondary purpose is to review the event management industry from various aspects and perspectives, carrying out an analysis that includes strategic planning, processes, budgeting, organizing, and dismantling, all through academic standards and professional expertise. Below are some major prerequisites for our research:

(a) Public Satisfaction:

The people of Saudi Arabia have been impressed by the tourism models and advancements of neighboring countries such as the United Arab Emirates, Bahrain, Egypt, and Jordan. The Saudi government was losing its economy due to millions of Saudi citizens visiting these countries to experience their culture and tourism. To counter this trend, the Saudi government plans to develop local attractions to satisfy its citizens and attract tourists and newcomers.

(b) Market research and competition for Trends:

There is intense competition for religious, cultural, and heritage tourism in the Middle East, with each country seeking to maximize its opportunities. Dubai is the leader in attracting the most visitors, followed by Egypt with its pyramids. While Saudi Arabia leads in religious

tourism, it aims to expand into cultural and heritage tourism and modern entertainment in the near future.

(c) Event management industry growth:

The event management industry has strong roots in Western countries, attracting international tourism and becoming a profitable sector contributing to their economies. Saudi Arabia aims to capture the Muslim world and Middle Eastern market, becoming a professional event organizer to achieve economic and social benefits.

(d) Standards implementation:

The Saudi Government wants the event management industry to be technical and professional, adhering to international standards. Plans to implement event management standards, best practices, and procedures in the Saudi market are based on Western industry benchmarks. Following a SWOT analysis conducted by us, all weaknesses need to be addressed and improved through academic and professional excellence.

(e) Preparation for mega-events:

The event management in Saudi Arabia is still developing compared to developed countries, particularly in organizing mega-events such as sports tournaments and events with international audiences. The Saudi government's long-term aims and objectives include preparing for and advancing towards participating in and organizing international mega-events. As outlined above, these factors are crucial for organizing and managing successful events. They help in understanding the strategic direction and purpose of events, guiding and creating impactful events throughout the country (Saudi Vision 2030).

1.4. Statement of the problem

The event management industry in Saudi Arabia faces several challenges, and this dissertation aims to highlight the industry's current problems and propose solutions, providing transparency in the research plan. Below are some of the key issues:

1- Time management consuming system

Meeting tight deadlines to deliver successful events is crucial. However, in Saudi Arabia, there is often a lack of adherence to strict time management, leading to flexibility and delays

in event execution. This is particularly true for non-mega events, where there is less media coverage and administrative pressure. Events often extend or change in performance based on the situation and participants' requirements, indicating a need for better pre-planning.

2- Financial management and overspending

The event management industry is always committed to fund management and adhering to budget parameters. However, during the closing stages of production and preparation, the event budget often fluctuates due to various factors such as unexpected crowd management needs, contingency supplies, damages, space management decorations, unpredictable weather, additional requirements for artists and guests, and other miscellaneous expenses. These factors contribute to overspending.

3- Location or venues selection

Selecting the right location or venue is critical for successful marketing, providing the right entertainment, and ensuring events are suitable for the venue's climate and distance from the target audience. In Saudi Arabia, many venues and event locations are prepared temporarily, leading to increased costs due to installation and dismantling.

4- Uncooperative climate and country weather

In Saudi Arabia, the desert and hot weather present significant challenges. Organizing mega-events is difficult due to the extreme differences between daytime and nighttime temperatures, making many venues unsuitable for events.

5- Crowd management and a vast workforce

Compared to Western countries, the Saudi population is less accustomed to attending events. The young Saudi generation, which comprises the majority of participants, can be difficult to control and calm during public events. Therefore, a large workforce, including security and ushers, is needed to manage the crowd, adding to the event's cost.

6- Coordination and operation control

Coordination and operation control pose significant challenges in the event management industry worldwide. In Saudi Arabia, the full application of operation management standards and best practices is hindered by cultural and traditional factors. The country is working to introduce coordination software using advanced technologies to

streamline interactions with stakeholders, including vendors, customers, employees, subcontractors, and the workforce.

7- Media transmission, marketing and advertisement problem

For top brands worldwide, marketing and advertisement costs are very high, and the same applies to the event management industry. Promoting an event is challenging and costly. Each event requires a well-evaluated and executed marketing plan. Some events need above-the-line marketing strategies, others require social media promotion and influencers, and some need below-the-line marketing approaches. In Saudi Arabia, gaining media interaction and coverage is difficult due to state restrictions and religious factors.

8- Quality of entertainment, an adaptation of modern trends and fashions

Saudi Arabia has a conservative and religious society. Local citizens do not commonly follow international trends and styles in entertainment. Introducing new forms of entertainment is a significant challenge for the state and entrepreneurs. Local citizens prefer promoting local culture and heritage over cinemas, modern magic shows, musical concerts, and club activities. Although the new generation is increasingly attracted to Western entertainment, widespread adoption will take time.

9- Use of modern technology and globalization

Utilizing modern technology in events poses another challenge in Saudi Arabia. While the culture can accommodate the technology, technical implementation increases costs and requires local expertise to deliver quality entertainment. Converting global entertainment to suit the local audience through technological advancement is challenging for both the state and event management companies.

10- Discussions

Identifying issues and providing recommendations in the event management industry in Saudi Arabia is complex. There are problems and solutions that require time-consuming efforts to change the overall country environment through event management. The Saudi Government is striving to implement best practices to set international standards, aiming to improve the event management industry and steer the country toward liberalism and socialism. Events serve as a gathering place for specific purposes, but one significant problem is the lack of accurate information and knowledge provided to attendees. Compared to the United Arab Emirates and

Western countries, attendees in Saudi Arabia do not enjoy the same level of environmental services.

Moreover, some attendees have complained about the conservative social life and societal and cultural flaws. Therefore, considering the above, event management organizers in Saudi Arabia should strive to find solutions to these issues to organize better and more entertaining events, ensuring more engagement and participation.

1.5. Research questions and hypothesis

Research questions and hypotheses provide strategic planning for the dissertation topic "Event Management Opportunities in Saudi Arabia." These are targeted to find outcomes and key answers through research and studies. This dissertation employs statistical data hypotheses to help find answers to questions, analyze collected data, and validate these questions through a mixed methodology approach.

1.5.1 Research questions

As discussed earlier, the event management industry in Saudi Arabia is in its early stages of development, facing many fundamental problems and issues. The Saudi government and young entrepreneur business community are considering the following questions before organizing any event in Saudi Arabia. These questions have been generated to address the key issues: The following questions have been generated by us to meet this issue:

1. What are the significant gaps, opportunities and occasions in the event management industry inSaudi Arabia?
2. What are the significant challenges and obstacles faced in the event management industry in theSaudi Arabia market?
3. What is the collision of the event management industry on the country’s economy and business?
4. How to introduce modern fashion trends and international entertainment activities in Saudi Arabia?
5. What are successful planning steps and procedures for event management?
6. What are the drawbacks and lack of professional skills and expertise to organize an event?
7. What criteria would you need to consider when selecting a location for an event?
8. How to set an event management industry benchmark in Saudi Arabia? How to implementstandards and guidelines?

9. What marketing techniques and best practices does the Saudi government needs to use?
10. How to make an event successful, and how did you measure and compare that success?

The above questions are crucial for understanding the Saudi Arabian market and the current problems faced by the Saudi government. This dissertation aims to help readers, event management professionals, employees, the Saudi government, and students find answers to these questions. Additionally, this PhD report provides an in-depth review of the event management industry in Saudi Arabia.

1.5.2 Research hypothesis

Research hypotheses in the event management industry often depend on prediction and expectation. The delivery of entertainment affects public nature and requirements, as well as the selection of locations based on needs and interests. The event management industry always faces optimistic and pessimistic scenarios. As the event management industry in Saudi Arabia is developing and growing, fluctuations are significant factors to consider before planning any major events.

H1: When choosing a location or venue for an event, the quality of entertainment and amusement, along with standard facilities and services, plays a crucial role in changing the country's overall environment. This is a key decision criterion for entrepreneurs and the state.

H2: There is a strong aspiration to succeed in event management, and stakeholders are ready to reap financial and entertainment benefits from managing events and adventures.

H3: Events such as festivals, celebrations, exhibitions, corporate events, political events, sports events, conventions, and parties organized as event management activities in Saudi Arabia contribute to a positive image of the Saudi State.

H4: Saudi Arabia's heritage, religious tourism, Arab culture, and significant historical background present both challenges and opportunities for the growth of the event management industry.

H5: Implementing international standards and modern entertainment activities in the Saudi event management industry is costly and time-consuming. Adopting modern and liberal culture is challenging for the Saudi community.

To review these hypotheses, it is essential for the event management industry to pre-plan

and protect the event's purposes and objectives, such as event location, date and time, venues, selection of entertainment, social and political benefits, cultural and heritage goals, economic and financial interests, security and safety, production and operational skills, quality and excellence, public facilities, environmental importance, and overall development and growth.

We firmly believe that event management not only achieves social, cultural, and economic objectives but also impacts the long-term image of the country, nation-building, global environmental direction, and trends for new generations. These hypotheses are useful for analyzing planning and implementation criteria after evaluating the ground realities, effects, and consequences compared with pre-planned activities and objectives.

1.6. Purpose of the study

The event management industry is vast and becoming increasingly technical, encompassing brand aspects, strategic personal and corporate organizing, and operational and logistic activities in the market. Management and coordination are also critical, involving customers, vendors, subcontractors, artists, and skilled employees. The following points highlight the crucial roles in achieving professional and personal purposes:

1- Job opportunities

Upon preparing and reviewing this dissertation report, the PhD student can effectively engage with the international market and approach mega-events for career development. This can lead to regular salary increases, a greater number of job offers compared to less-qualified candidates, and opportunities for leading and top-level positions in the market. Additionally, it can help develop teaching and consultancy skills. This dissertation report provides a comprehensive market review, future trends, background, standards, best practices, procedures, processes, critical analysis, benchmarks, and insights from academic mentors and professional skills.

2- Personality development

Studies in the event management industry help groom and enhance personality traits, such as positive thinking, confidence, presentation, communication, vocabulary, enthusiasm, warmth, approachability, calmness, emotional management, stress reduction, energy, resilience, and practical experience. It also fosters a professional attitude and improves writing,

reading, speaking, and listening skills for students.

3- Technology upgrading and modern

The event management industry continuously upgrades and modernizes, making advanced concepts accessible to the general public. Students and mentors with strong engagement and attachment to the industry will become more advanced and adaptable to new technologies and trends. **Become a great team player for the project**

The Dissertation report covers all aspects of the event management industry, including the processes and procedures. During the Teamwork, every member should know their responsibilities and duties, but after preparing this Dissertation, I will be a strategic team leader and pillar of the organization.

4- Learn to deliver exceptional customer service

After reviewing many books and theories, it is clear that customer value and importance are top priorities in any industry. In the event management industry, this understanding is especially crucial. An event management mentor can handle this challenge effectively due to their comprehensive knowledge and wisdom regarding customer problems, solutions, care, satisfaction, support, relationship building, and experience, impacting both short- and long-term outcomes.

5- Optimize creativity and innovation

The event management industry always needs new creativity and innovation to upgrade culture and social engagement. The industry thrives on creativity and unique destinations that impress and surprise the public. Through intense studies in event management, many new concepts and ideas can emerge, fostering innovation, suggestions, arguments, discussions, debates, and creative thoughts. The creative thinking of the student, guided by the PhD mentor, aims to address the drawbacks in event management in Saudi Arabia.

6- Work-life balance and challenges

Employers seek staff who can support them with solutions and create new business and wealth-generation opportunities. Event management mentors are well-equipped to provide practical solutions and face challenges with a professional attitude. This dissertation will enhance my critical thinking abilities, maintain my confidence in professional life, and

develop the capability to work under pressure and stress while maintaining a healthy work-life balance. Additionally, it will provide insights into balancing the scientific and practical aspects of event management.

7- Excitement and adventure

Event management is not a desk job; it involves on-site management that brings excitement and enthusiasm. It offers an excellent adventure for mentors to work on time management and navigate uncertainties to deliver successful events. A professional degree from a respected institution such as SSBR will provide recognition and assurance of the features and attributes essential in the event management industry.

8- Adopt socialism and communism

Event management studies help participants connect with society and the community, making them happy and engaged. These studies involve interactions with the entertainment team, media, and the public, fostering new friendships and relationships. It keeps the reader engaged and provides new insights into event management, enhancing their ability to interact effectively in event management processes.

9- The desire to be self-employed

Advanced studies in event management offer great opportunities and potential for consultancy services and entrepreneurship. Event management opportunities in Saudi Arabia align perfectly for entrepreneurs to work as self-employed individuals, providing services to large event management companies. This dissertation will also consider the potential for self-employment after successfully completing the PhD.

Through learning and research, this study aims to understand Saudi Arabia's economic, social, cultural, and environmental conditions. Event management studies provide skills for entrepreneurship, new job opportunities, personality development, adoption of modern trends and fashion, innovation and creativity, increased social engagement, reduced mental stress, work-life balance, pride in achievements, promotion of native crafts and folklore, community engagement, and excitement. This study aims to enhance personal and professional skills at both individual and societal levels.

1.7. Significance of the Study

This dissertation leverages the potential of relevant resources and addresses complications to achieve the full significance of the related research. The research literature, methodology, results, and overall objectives of this study are highly relevant and beneficial for readers. Conducting surveys is crucial for the event management industry in Saudi Arabia to plan and organize data collection, summarize and analyze data results for this dissertation report.

The significance of this study lies in its academic contribution to the event management industry, providing modern insights through literature and study publications. This research has a significant impact, demonstrating that most successful events are developed, produced, and managed by professional expertise. This dissertation can also enhance conceptual support, planning, imagination, standards, socialism, quality of life, and best practices for building mega and regional events.

Overall, this dissertation improves academic writing by creating detailed research following theoretical study under the guidance of a PhD mentor. It significantly contributes to the event management industry by advancing modern literature. This research introduces event management principles, standards, and guidelines for young professionals and working experts to review and develop specific best practices, peer-reviewed and benchmarked. The results of our analysis are also intended to be published in a European business journal.

The findings of this event management study are categorized into two main types: primary and secondary topics, which are thoroughly explained in this dissertation. The significance of the study is supported by available writings, mental exploration, and objective analysis, guiding researchers and students to improve and expand principles in general literature research and studies. The event management environment influences the quality of entertainment, adherence to standards, budgeting, and the adoption of modern technology, promoting optimistic growth, business development, and organizational structure.

Event management research results provide professional, academic, and general management benefits to the industry. This significant study contributes to the overall literature and enhances the quality of writing in business management studies, research, practices, processes, and implementation, especially in the field of event management.

1.8. Scope and delimitation of the study

The event management industry has a broad scope, targeting multicultural and international markets to achieve media and economic benefits. Every nation has its own culture and religious or social festivals for local citizens' entertainment and historical perspectives. Events are also categorized by their size and type. Below are the terms of events by size:

1.8.1. Size of Events

The size of events always depends on the host and target audience. State or regional-level events require sufficient infrastructure and implementation plans for capacity, content, and marketing. It is crucial for an organization to focus on a particular venue or location. According to event size, the following are types of events:

1- Mega Events

The most significant events, such as sports or festivals, are mega-events on the international market. Saudi Arabia has not managed a single sports mega-event in the country. It remains behind in organizing mega-events such as the Asian Games, Commonwealth Games, Olympic Games, and top-ten World Cup tournaments. Saudi Arabia is well-known for organizing mega religious events for Muslim gatherings annually and some local festivals, but it is not globally recognized for sports mega-events. However, the Saudi government is now striving to participate in these sports activities and preparing to host sports mega-events in the future (Allen et al., 2005).

2- Major Events

Significant events attract local interest, many participants, and substantial public attention, promoting travel and tourism. Historically, Saudi Arabia has only hosted major religious gatherings. The country is now preparing to participate in significant events to develop professional organizing skills and expertise.

3- Regional Events

Regional events are essential for meeting the requirements of specific festivals and events that attract local citizens. The Saudi government manages a chain of seasonal events in different cities to transform the culture, environment, and overall direction. While Saudi Arabia is in the early stages of organizing regional events, it is expected to grow and achieve its

objectives in the coming years.

4- Minor Events

Minor events include small private and corporate exhibitions, parties, and celebrations. These are typically one-time events, such as festivals, folk performances, concerts, dances, conferences, meetings, conventions, award ceremonies, weddings, birthday parties, inaugurations, presentations, and other local community and social events..

The Saudi Government inaugurated the modern event management industry by establishing a chain of event management seasons. These seasons provide quality entertainment and facilitate work plan procedures for attendees, including accessible box office facilities. The Saudi Government has created an open environment for the public and young entrepreneurs, offering facilities to citizens before inaugurating the Saudi Seasons. There are many kinds of events classified according to size, nature, and form. Details of these events are listed below:

1.8.2. Types of Events

Many types of events support the utilization of event facilities, targeting different audiences based on essential delivery and purpose, including fun, art, culture, entertainment, social trade, and private events. Below are the different types of events:

1- Festivals

The Saudi government is working to showcase and promote its culture and heritage through various festivals, which provide great enjoyment and legacy for local citizens. Many festivals are organized in both small and large cities in Saudi Arabia. Some examples include:

- Camel Festivals
- Horse Jumping Festivals
- Flower festivals
- Eid Al Fitter Festivals (Religious)
- Eid Al Adha (Religious)
- Saudi food expo festivals
- Dates festivals
- Theatre and cinema
- Boulevard Riyadh
- Winter Wonderland

- Amusement resort, theme, zoo and parks
- Archaeology heritage and cultural events

These events are organized nationwide under the umbrella of Saudi Seasons, reflecting the area's culture, trends, native interests, seasons, and the legacy of the Saudi nation. They are promoted through social media, local news, and magazines.

2 Sports and competition events

Sports and competitions offer excellent entertainment for international audiences and are a top priority for global media coverage. These events include the Olympic Games, World Cups, tournaments, and competitions, which are among the largest events globally by size and participants. In Saudi Arabia, some famous sports events include:

- Football leagues
- Golf Tournaments
- Car racing (Formula E)
- Wrestling and boxing
- Job fairs and creating events

Mega-events are challenging to organize and manage due to their scope. Therefore, organizers should consider several factors discussed in earlier sections.

3- Corporate events

Corporate, business trade shows, economic events, seminars, and conferences play a vital role in corporate culture. Saudi Arabia participates in and organizes such events globally. In recent years, Saudi Arabia hosted the G20 summit. Some examples of corporate events include:

- Conferences and seminars
- Educational and health seminars
- Product launch, business and economic Conferences
- Trade shows and networking
- Holiday parties and business dinners
- Appreciation events and incentive Conferences
- Charity and fundraising seminars and conferences

Corporate events encompass many business and private gatherings aimed at staff motivation, client satisfaction, or gaining stakeholder confidence. These events also serve entertainment and excitement purposes, creating anticipation for future meetings.

4- Political and State events

Political gatherings, such as elections and protests, are common globally. However, Saudi Arabia does not have a culture of protests and elections due to its kingdom system and public satisfaction and trust in the government. Political events usually organized in Saudi Arabia include:

- Political Summits
- Political conventions
- Royal occasions and visits
- Non-violent protests

While political events are organized in every country, Saudi Arabia primarily focuses on international events. Recently, it hosted the G-20 summits and the Organization of Islamic Cooperation conferences, which received coverage from international and local media.

5- Exhibitions

Exhibitions promote local culture, showcase artisans' talent, and provide opportunities for extra part-time earnings. Exhibition culture is popular in Saudi Arabia, primarily for entertainment, fun, and promotion. Types of exhibitions include:

- Sole exhibitions
- Collective exhibitions
- Art and Cultural exhibitions
- Trade and commercial exhibitions
- Building and Constructions exhibitions
- Marketing shows
- Itinerant exhibitions
- Consumer exhibitions
- Pathological exhibitions
- Entertainment exhibitions

These exhibitions are typically displayed within educational, social, and cultural settings such as art galleries, museums, libraries, and major galleries. They also feature in historical and commercial trade fairs in major cities of Saudi Arabia, especially as part of the Saudi Seasons.

6- Celebrations

Every country has its own celebration culture and traditions, including state-level collective celebrations. In Saudi Arabia, various celebrations include:

- Musical shows and concerts
- Folk dancing
- National Day
- Stand up Comedies and fashion shows
- Light and Sound Shows
- Team building and parties

Saudi Arabia celebrates various events and activities, including theatre, circuses, music, fireworks, airshows, acrobatic displays, parades, dancing fountains, food stalls, and many other celebrations at both government and private levels.

7- Private parties

Private parties and social gatherings are part of daily life, with each community having local traditions and celebrations. Significant types of private parties for friends, family, and social levels include:

- Weddings
- Birthday parties
- Anniversaries
- Family events
- Group picnics
- Social gathering

Saudi Arabia is also renowned for private parties and family values, representing Arab culture and Islamic traditions in these gatherings.

The Saudi government aims to cover every type of event management activity and culture, raising awareness within the local community to participate and organize systematically. Local entrepreneurs benefit from event culture by introducing new ideas in social gatherings and private events to generate income. Event management industry professionals are equally capable of handling small and medium-level functions and events. This provides confidence to entrepreneurs to invest according to weather, climate, government laws, and public social schedules.

1.9.1 Outlines and structure of the report

The event management dissertation report comprises seven chapters, each essential and foundational. This dissertation provides a comprehensive and concise overview of the study and research on event management. The study begins with the introduction and strategic planning, progressing through literature reviews, the production process, methodology for study advancement, and learning using conventions. The study synthesizes a dissertation on Saudi Arabia's event management opportunities, presented in the sequence below:

1- Chapter One – Introduction

The first chapter introduces the research topic, "Event Management Opportunities in Saudi Arabia." It includes the title page, executive summary, detailed introduction, event management typologies, processes, stages, background of the study, aims and objectives, statement of problems, research questions and hypotheses, purpose of the study, significance of the study, scope and delimitation, and the novelty of the research. This chapter concludes with the importance of the event management industry, its role, value, and future trends in society.

2- Chapter Two – Literature Review

The second chapter provides a literature review of event management opportunities in Saudi Arabia, drawing from over thirty sources from mentors and publishers in modern academic theories. The literature reviews are presented chronologically, thematically, and theoretically, covering topics such as management, event management, tourism, and mega-events. The focus is on economic, social, cultural, and environmental values, with insights from top publishers, experts, mentors, and scholars.

3- Chapter Three – Research Methodology

This chapter details the research methodology, including both qualitative and quantitative research methods. It introduces primary data collection methods, such as interviews, field studies, expert opinions, observations, visits, focus groups, and ethnographic research. Qualitative research methods include questionnaires, surveys, probability sampling, experimental analysis, online analysis, rating scales, case studies, and document reviews. This chapter provides deeper analysis and results, offering insights into the problem under investigation. It also discusses the importance of sampling, focusing on how to consider a study

population in the event management industry. Sampling is crucial for understanding participants, including audience administration, and represents various demographics such as gender, income, profession, experience, and age.

4- Chapter Four – Theoretical or conceptual framework

Chapter Four includes a literature review and research methodology analysis, incorporating the best academic practices and modern theoretical solutions and recommendations. This conceptual or theoretical framework is evaluated based on facts and literary data analysis, introducing secondary data. This chapter summarizes multiple literature theories and research processes, highlighting the most sound opinions and practices in the event management industry as applied in Saudi Arabia.

5- Chapter Five – Data Analysis and Findings

This chapter contemplates and evaluates collected data through quantitative and qualitative methods. It reviews the data through various business theories and concepts, providing insights into the research questions. These findings play a vital role in understanding current research and improving the event management industry's structure and strength, helping to avoid system weaknesses and flaws..

6- Chapter Six – Discussions and Implications

In this chapter, results and findings are interpreted according to event management standards and checklists for organizing successful events. Theoretical and practical implications and findings are useful for providing suggestions and recommendations by the researcher. These findings and implications help to understand critical factors and are beneficial for future research on international entertainment and capturing maximum market share.

7- Chapter Seven– Conclusion and Recommendations

This chapter draws conclusions from the introduction, literature, methodology, sampling, data collection, and evaluation, focusing on primary and secondary research data to fill gaps identified during data collection. The conclusion provides the main answers to the set questions and hypotheses. It represents the author's final decision through a review of all authors and publications, along with personally conducted surveys. Therefore, the conclusion presents the conclusive outcome of the main findings.

1.10. Conclusion

After a detailed review of the event management industry in Saudi Arabia, we can conclude that this industry plays a vital role in each community by providing entertainment for local citizens, which helps release mental stress and celebrate proud national moments. The

event management industry offers an open gateway for theoretical, conceptual, and practical contributions to industry growth and development. It is very profitable for entrepreneurs and helps the government with economic, social, and cultural promotion, enhancing the country's image.

Event management studies benefit readers in numerous ways, contributing to academic knowledge and professional skills. They help in understanding the full context of the industry, including its background, basic principles and rules, pre-event planning, work mechanisms, industry standards, best practices, procedures, benchmarks, and implementation. In Saudi Arabia, the event management industry is in its nascent stage and is poised for economic, social, and cultural expansion by adopting standards and procedures for development. Academic and professional training institutes, both at government and private levels, must address the skills gap to produce future experts and skilled professionals. This research will illuminate major issues in this field, providing findings that can promote its successful development across different sectors in Saudi Arabia.

Therefore, the event management industry in Saudi Arabia is undergoing development in areas such as technology advancement, consultancy, cost control, international entertainment introduction, logistics, and supply chain management. These advancements will highlight the country's potential and attract more tourists and visitors.

2.1. Literature review:

The event management industry in Saudi Arabia has a rich historical and academic background. Saudi Arabia organizes some of the most significant religious events in the Muslim community, including the annual pilgrimage of Hajj, which attracts pilgrims from around the world. In the Middle East, Saudi Arabia, the United Arab Emirates, and Egypt are key countries attracting travel and tourism. Many Saudi mentors and scholars have documented the development and growth of Saudi Arabia’s event management industry. Before delving into the specific literature on the event management industry, it is essential to discuss the overall event management industry through the perspectives of top-listed worldwide academic authors and philosophers.

2.1. Literature review theoretically:

The literature on the event management industry is theoretically rich, encompassing a

great history and philosophy. It includes many theories, definitions, models, frameworks, concepts, and historical references, with various theoretical approaches and practices.

2.1.1 Events:

The word "event" is derived from the Latin word ‘eventus,’ which means eventuality or outcome. Further research into the etymology and morphology of this word reveals that "events" comes from the Latin phrase "eventum," meaning success, something that is going to happen, or something that occurs. Essentially, it refers to pre-planned social activities or occurrences.

Goldblatt (2005) states that the term 'eventology' is derived from English, referring to the academic study or science of events. Eventology involves the practice and professional study of pre-planned events to promote social and cultural activities. It also includes a mathematical concept of eventology as a branch of probability theory. This perspective begins with a philosophical approach in the study of events and sciences, encompassing 'event services' within the realms of epistemology and phenomenology, eventually leading to impact evaluation and outcomes. The short definition, as noted by Robert Jani (1955) and Goldblatt (2005), is “an event is a different day from the routine daily life.”

Getz (1997) defines events as “impermanent occurrences, either planned in advance or without any planning.” He further contrasts planned and unplanned events, explaining that the word "event" is derived from the word ‘special,’ designating a human component. Consequently, a special event means “once or infrequent occurrences outside ordinary activities of the organizer or planner.” There is no single definition of events as it varies based on the perspectives of event organizers and the audience. From the organizer’s viewpoint, “a special event is a single or occasional occurrence outside the ordinary activities of the sponsor or planner” (Getz, 1997).

The word “event” is typically used to define anything that is “vital or uncommon,” with the accessory “mega” emphasizing its exceptional nature. Many other definitions related to this subject are not entirely satisfactory (Cambridge British English Dictionary).

An event is something that occurs or might occur. For instance, even if you encounter traffic congestion, the celebration will proceed smoothly. It is a significant event, even for a few people, as necessary as you. When something memorable happens during the event, in a

critical situation, an adherent can protect themselves by dispatching an envelope or paper to law enforcement institutions to be opened “in the event of his or her death” (Don DeLillo, 1983).

2.1.2 Event Management:

The word “management” is also derived from the Latin word ‘mandira,’ which later evolved into ‘manus,’ meaning strength. This term eventually took its final form as “management.” In modern usage, “management” refers to organizing a team to achieve goals and objectives. There are five basic principles of management introduced in the 19th century: planning, organizing, leading, coordinating, and controlling within business administration, either within a department or the overall organization. Together, “event management” means the process of professionally hosting, planning, organizing, and executing an event or festival. This includes budgeting, financing, entertainment, venue selection, decoration and setup, logistics, transportation, catering, coordinating, security, parking, and more.

Davies and Brown (2000) describe events and festivals as “memorable moments out of routine people’s lives, providing a change to save special time through social, cultural, or pleasurable experiences” (Davies and Brown, 2000, p. 169).

Barker and Arcodia (2003) categorize the event management industry into significant parts, such as corporate, social, sports, and cultural events. Corporate events include business conferences, trade shows, social and cultural events, exhibitions, and festivals. Mega-events, especially sports events, include the World Cups, the Olympic Games, and many other worldwide tournaments.

The broadening of event management is sustained across all sectors of this field, such as academic, professional, endorsement, recognition, and amendment. However, according to Goldblatt (2000), “the rapid development of event management expertise has generated an environment that is confusing, lacking in reliability and contrast to other areas of life, and potentially damaging to its future persistent fitness” (Goldblatt, 2000, p. 2).

2.1.3 Event Management History:

The history of event management and event planning is vitally important in literature studies to understand the development process and technological changes that have shaped the

advanced and modern form of the event management industry. The industry experienced rapid growth with the advent of media broadcasting, global coverage, travel facilities, and modern advertising techniques. Below are some essential historical references explained briefly.

1- Cleopatra

Thousands of years ago, around 50 BC, significant events and gatherings took place under the rule of ancient Egyptian leaders. Queen Cleopatra's palace was known for organizing events to promote friendship and peace between ethnic groups and clans. The most famous events included sunset sails, costumed handmaids, luxurious meals, candle lighting, and festivals. These gatherings symbolized honor, aristocracy, and autocracy. Cleopatra's events were invitations to celebrate victories, marriages, festivals, and other significant occasions.

2- Medieval French Royalty

Before the French Revolution, figures such as King Louis, Madame de Pompadour, and the famous Queen Marie Antoinette organized luxurious events. These events featured elaborate decorations, quality entertainment, luxury meals, advanced architecture, and expensive gifts to influence the monarchy. They consistently hosted private parties with melodious sounds, luxury meals, costumes, lighting, and elegant themes, maintaining the amusement of the King and the aristocratic monarchy. Their gatherings symbolized royalty and the prosperous class, showcasing shows, parties, festivals, celebrations, and prestige.

3- Industrial Revolution

The Industrial Revolution saw a growing need for corporate businesses to organize meetings and events, enlarging parties for traders, the business community, entrepreneurs, and royal families. This led to the development of corporate trading events such as trade shows, business exhibitions, product festivals, meetings, and conferences. These business and corporate deals laid the foundation for the professional event management industry, which rapidly expanded into travel, tourism, entertainment, and sports, providing opportunities for individual and private events.

4- Planes, Trains, and Automobiles

The advancement of transportation, including planes, trains, and automobiles, significantly impacted the travel and tourism industries. The growth of transportation facilities made events more accessible, economically and socially acceptable. The revolution in the transportation

industry allowed events and festivals to extend to new venues and locations, with fast transportation options providing greater time efficiency.

5- The 20th century beyond and technological advancements

The 20th century marked the development of the event management industry as a professionally recognized field, with investments from entrepreneurs and professional expert services. This era saw the introduction of private services for celebrations, marriages, parties, meetings, exhibitions, and conferences. The invention of computers, the internet, cellphones, and other electronic communication devices had an enormous impact on the industry, creating a global environment where events could be managed efficiently.

6- Social media networking and marketing

Social media networking revolutionized event marketing, creating opportunities for social, economic, political, sports, corporate, entertainment, and cultural activities to generate engagement and endorsement. Digital marketing through social media became significant for event managers and organizations, with the internet and smartphones providing modern technology resources for human connection. This allowed for the generation of online events with global coverage, impacting users economically, socially, and culturally. The event management industry has become a global village through the internet and advanced technology, eliminating the need for travel.

2.1.4 Best practices in Event Management

Event management best practices are academic and professional standards introduced to improve administration, management, operations, risk management, interpersonal skills, financial management, and human resources management. These best practices, derived from historical experiences, guide the event management industry towards better quality entertainment and facilities for the public (Harris & Jago, 1999).

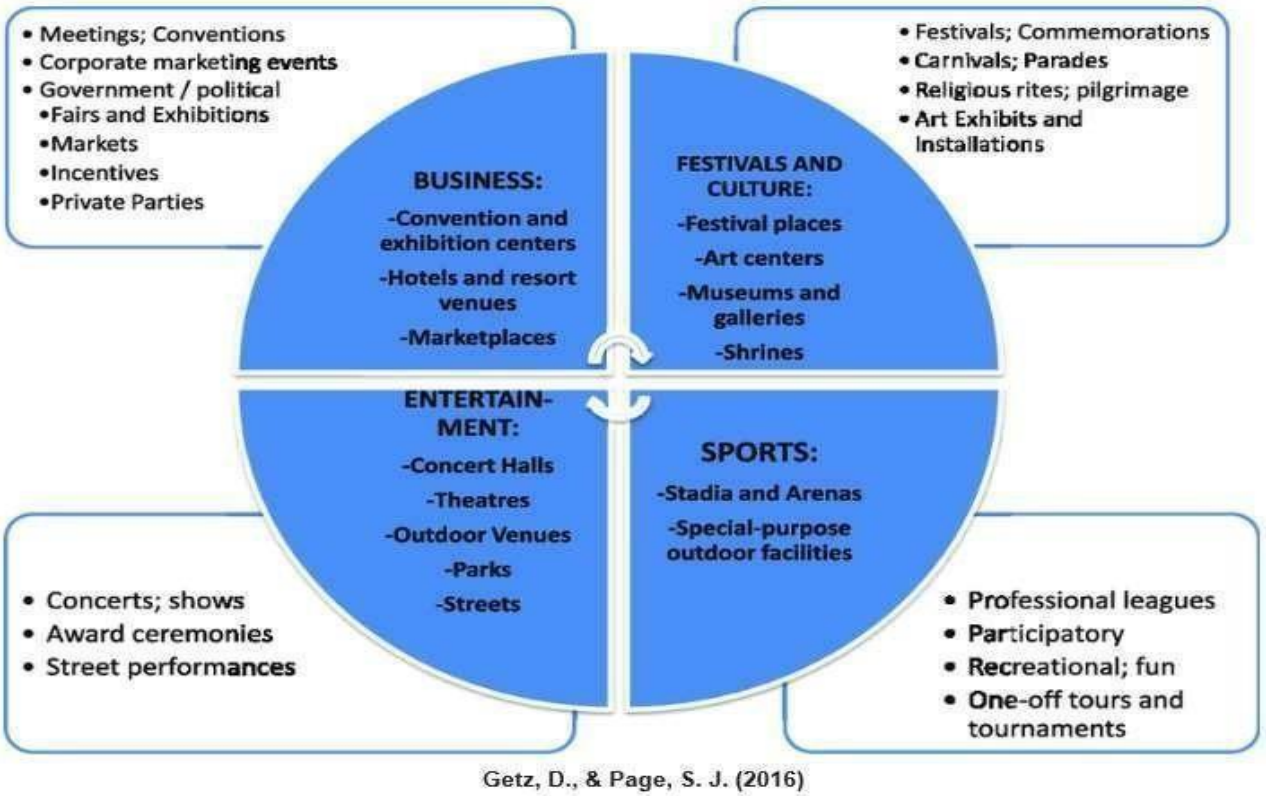
Foley and Rump f (1996) highlight the importance of recognizing event organizers' instructional and coaching needs, emphasizing financial, legal, management, public relations, economic, and ethical analysis. These management skills help professionals understand both theoretical and practical realities, from basic structures to industry frameworks, enabling the successful operation of event management businesses through innovation and creativity (Foley & Rumpf, 1996).

2.1.5 The Event Management life cycle

Getz and Frisby (1988) explain that understanding the life cycle of events management is essential for evaluating management implications and providing suggestions. The events life cycle is unpredictable and heavily influenced by recent transformations, shifting from cultural to sports, tourism, heritage, and various event contexts. Recognizing the achievements and goals within the events life cycle is crucial for maintaining event momentum. Event planning has been a fundamental part of civilizations for thousands of years, influencing politics, economics, social activities, sports, exhibitions, tourism, culture, heritage, and celebrations. These secular features of events model the lifecycle based on extensive research and societal experience (Getz & Frisby, 1988).

2.1.6 The Event Management Models

Donald Getz and Stephen J. Page (2016) explain the conceptualization of event management industry models, focusing on event typologies to understand the full scope of the industry, particularly from an economic perspective. These models help manage the demand and supply within a particular society, aiding the development of event management careers. Event management models strategically review the shape of planning and the policy standards of events. A further brief on major trends describes the phenomenal development of events and event tourism. Below is an overview of the event management model to cover the scope and delimitation of the event management field in the modern industry.



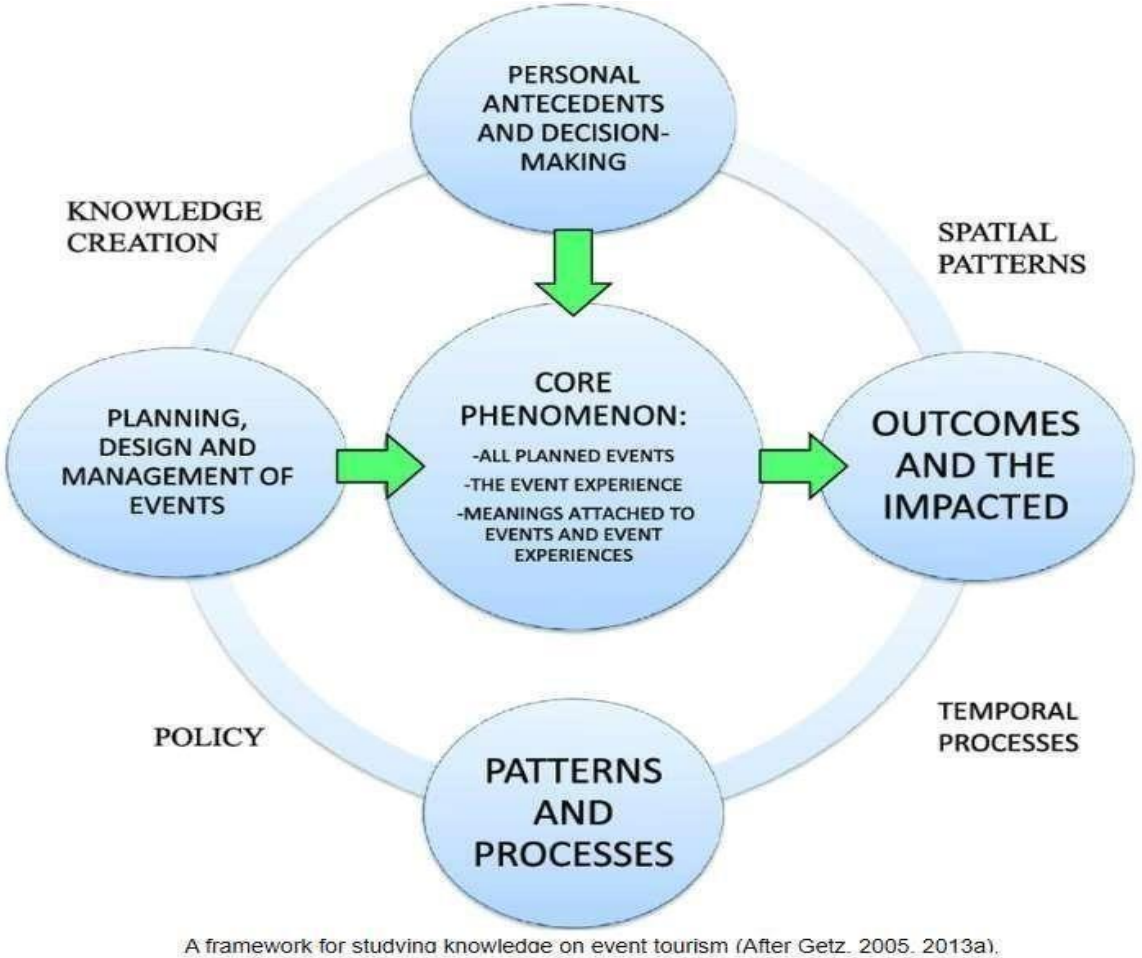
Getz, D., & Page, S. J. (2016)

The event management model's analysis and presentation consolidate concepts and literature. Significant occurrences are established, accompanied by precursors and choices, including planning, organizing, event management procedures and processes, phenomena, and their impacts. The model provides concepts and terms within the event management industry typologies, setting future directions for societies and nations in many countries (Donald Getz and Stephen J. Page, 2016).

2.1.7 The Event Management Framework

Getz (2013) explained the event management framework for comprehensive study and research. "Event management is a vitally important and rapidly developing segment of international events and tourism." It involves planning and organizing a framework for events management and tourism. Before this, standard instances of sports events, major events, hallmark events, mega-events, and particular kinds of events influence the discussion. Consequently, a comprehensive identification of the term 'event management' is highlighted, generally acknowledged as encompassing all organized events in an integrated approach to growth and promotion in various forms of social interest, travel, and tourism for entertainment and categories.

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A framework for studying knowledge on event tourism (After Getz, 2005, 2013a).

Event management enterprises extend a framework for planning, budgeting, and developing productive and successful strategies. However, it is evident that assets must be maintained. An increasingly crucial issue is determining how to evaluate the portfolio and return on investment, as numerous stakeholders become rivals. The core phenomenon of planned events begins with design, processes, impacts, and outcomes, providing information to implement standards, policies, and procedures.

2.2.1 Literature Review Chronologically:

Event management industry literature is advanced and modern, covering both academic and professional scopes. Western authors, mentors, scholars, and consultants have made significant contributions to event management literature. Numerous books, articles, and guidelines are available for reviewing academic literature chronologically at top institutes worldwide. Below is a chronological overview of event management literature, explaining industry-academic reviews.

(1) Henry Mintzberg (2009)*:*

Henry Mintzberg, in his book "Managing," discusses strategic management business theories, leadership, operations research, and business trends. He explains managing edges, managing up, down, in, out, managing hard and soft leading, internally and externally, yin and yang, and managing exceptionally. In the hierarchical relationship between top management and subordinates, information, instructions, and decisions flow through a sequence of amplifiers. Managers spend a considerable amount of time maintaining relationships with associates, colleagues, external stakeholders, customers, suppliers, corporate traders, and government and business partners to ensure tight control of work activities.

Management is increasingly incorporating modern technology, especially in high-tech companies, through internet-based communication such as emailing. Mintzberg provides explanations about management and leadership, discussing society's fear of their gods, morals, myths, and daily managing circumstances. Each manager has unique job descriptions, but common aspects include planning, departmental control through decision-making, public relations, and maintaining a special status and prestige.

A management model within and outside the organization includes manager

communication, framing, scheduling, controlling, and leading, operating across information planes, people planes, and action plans. There are various types of managers in government and private businesses, with differences between top-level and middle-level managers. Five significant contextual groups include external context (culture, sector, industry), organizational context (organization form, age, size, stage), job context (level, functions), temporal context (temporary pressure, fashion), and personal context (style, background, tenure). These contexts evaluate management influence through major, modest, and little impact.

Mintzberg`s work applies to academic and practitioner fields, focusing on managing one day at a time and one manager at a time. It explores passive, flexible, driven, and determined management. Management is not a pure science but involves effectively blending art, science, and craft, either individually or as a group of managers.

The essential quality for managerial success involves ensuring managing effectiveness and embracing the romance of leadership. This helps organizations avoid the unhappy and failure factors of managers in their personal lives, such as issues related to the individual, the job, the fit, and the success. Generally, there are two kinds of managers in every organization: those who take quick and decisive actions based on a clear vision, and those who are sometimes indecisive, causing confusion and discouragement within their teams.

A healthy managerial approach to effectiveness includes qualities such as being energetic, integrative, proactive, reflective, collaborative, analytical, and worldly, enabling conceptualization of work orientation. Various methods can evaluate and assess a manager's qualities, including identifying effectiveness, general and professional energy, unit effectiveness, and broader executive impact. Effective, experienced managers control healthy organizations, being accountable, judged, and responsible for human resources while managing processes and systems for long-term survival (Henry Mintzberg, 2009).

(2) Judy Allen (2010):

Judy Allen explained the principles of event management in her book, including event organization, timing, venue selection, data finalization, location selection, hotels, restaurants, theatres, tents, transportation, food and beverage, guest monitoring, and invitations. A critical path to executing a successful event involves using a checklist. Event management planning starts with defining the event vision and objectives, with visualization and budgeting being

crucial for strategic monitoring.

According to Allen, monitoring is essential for delivering quality events. Other important considerations include entertainment, photographers, marketing, branding, videographers, theme, decoration, setup, event risk management, and team management. Designing the event strategically and planning for its goals and objectives, including the return on investment, is an art. Event planning and operation may take a year or just a week, but the goal is to reflect and bask in a well-organized event's success.

Further forward, event planning, operations, site management, essential elements, and costing focus on changing the work scope. Important post-event objectives include present and future goals, travel dates, participant numbers, guest profiles, airfare, transportation, guest room breakdowns, accommodation, food and beverage, entertainment, and corporate arrangements. The procurement department negotiates with suppliers to secure the best prices, controlling budgeting and pre-planning procurements to achieve strategic goals (Allen, J. 2010).

(3) Gibson & Connell (2011):

According to Gibson & Connell (2011), festivals are memorable entertainment events and special celebrations, often held in small towns. Festivals provide extraordinary spectacles and memorable moments for participants, bringing pleasure through communal gatherings. The value of festivals extends beyond money and branding, fostering culture, community engagement, and sustainability in multiculturalism. Festivals encompass agricultural, musical, and sporting activities, increasing gatherings to boost tourism event management in small places, driving social and economic transformations, folk festivals, political ceremonies, social services, and infrastructure reflection. Festivals catalyze business capacities, social networking, organizational processes, and local communities in rural and urban areas for regional leadership.

Festivals are vigorous and spirited, considered part of cultural and traditional globalization. They represent civilization’s heritage, becoming increasingly popular and numerous. Primary festival events focus on economic creativity, local art, and culture, featuring dancers, musicians, folklore artists, actors, and comedians. They restructure and geographically distribute resources, contributing to local economies. Most festivals are cornerstones for economic benefits, cultural promotion, tourism attractions, and business opportunities for local entrepreneurs. Local societies organize festivals to stimulate grassroots economics, achieve

inclusion goals, and celebrate cultural heritage.

From an academic perspective, the perception of festival motivation includes the scope and limitations. Literature focuses on hallmark events and mega-events organized worldwide, emphasizing media coverage, economic crises, climate change, environmental hardships, and comparisons between urban and rural areas. Festivals support the tourism industry, helping to achieve financial and economic targets. Large population areas have minor risks of festival failures, inviting new investors, political agendas, social mechanisms, industry deregulation, timber cutting, formal protests, appeals, and lobbying to uphold festival aims and objectives (Gibson & Connell, 2011).

(4) *Michael E. Porter (2011)*:

According to Michael E. Porter (2011), strategy involves creating a fit in business relevance and complementary activities. It includes competitive positioning, market dynamics, and adapting to technological changes to achieve effective production, quality, and speed through advanced resources, tools, and techniques. These strategies encompass business theories, business analysis, total quality management, outsourcing, re-engineering, benchmarking, change management, continuous improvement, sustainable profitability, and viable competitive positions. Strategy creates unique values and positions for superior profitability and operational effectiveness. The success of a strategy depends on independent functions such as overall cost leadership, operational effectiveness as differentiation, and organizational relevance, focusing on strategies implemented through discipline and continuity.

The competitive environment involves direct rivalry in the market across various industry structures, shaped by the threat of new entrants, substitutes for products or services, the bargaining power of suppliers, and the bargaining power of buyers. These forces determine the industry's maximum profitability and are essential for strategy formulation. New entrants can capture market share and shape competitive advantage, influenced by factors such as supply-side economies of scale, demand-side benefits of scale, customer switching costs, capital requirements, incumbency benefits, unequal distribution channels, and restrictive government policies. Supplier power factors include switching costs, employee solidarity, substitute presence, degree of differentiation, distribution strength, and supplier competition. The bargaining power of customers involves buyer concentration, dependence, leverage,

switching costs, price sensitivity, differential advantages, and the availability of substitutes. Substitution threats drive continuous improvements, technological changes, and industry profitability.

Strategic implications for shaping the industry include developing strategies, competition, and setting business unit boundaries based on two primary dimensions: product or service scope and geographic scope. Typical steps in industry analysis involve defining the relevant industry, identifying participants, assessing competitive drivers, evaluating overall industry structure and consistency, anticipating future changes influenced by competitors, and expanding the profit pool, competition, and value. Effective strategies enhance enterprise success and economic prosperity, prompting investors and entrepreneurs to focus on sustainable profitability, structural changes, continuous improvement, and performance management factors that create real economic value (Michael E. Porter, 2011).

(5) Willam O'Toole (2011)

According to the famous author Willam O'Toole (2011), numerous events are organized to grow new industries, and there is often not enough time to look at the broader picture. The ease of travel promotes tourism worldwide, generating additional revenue for countries. Some nations organize tourism professionally, with governments creating tourism authorities and strategies for cultural standardization across different destinations. Tourism competition among countries leads to international and mega-event bidding in various cities, countries, and regions. These events encompass education, sports, production, staging, technology use, and management knowledge. Logistics play a crucial role in the internationalization of knowledge, including conferences and exhibitions for ongoing business.

The event management industry has now reached a maturity level, practically, professionally, and academically, and is divided into three sections: strategy, operations, and management.

Strategy is a long-term plan of action to achieve goals and objectives across all divisions through organizational direction at a certain level of complexity. Key stakeholders outline strategic tourism concerns through a systematically developed society events tourism checklist, which includes definitions, strategy, policy, funding, evaluation, human resources, organization and management, reviews, expected results, development, and marketing and

promotions. Major impediments for long-term management event portfolios include the return on investments, which has become a billion-dollar industry, and official economic invisible statistics data gathering. To guide the industry, there are four major phases of strategic change through government support and regulations: (i) disparate event direction and growth, (ii) national aims and objectives, event support, (iii) regional strategy, innovation, and creativity, and (iv) event industry development and sustainability.

The event tourism industry faces many hosting management challenges, such as a lack of strategic focus, poor information management, insufficient transportation and accommodation, poor service levels, lack of staff hospitality, insufficient focus on security and safety, and lack of coordination and communication. The mission statement of strategy meeting flow charts includes developing a regional event strategy and event competency. A list of the lacks, flaws, and gaps found in the events management industry, compared with world best practices and standards, includes accountable outsourcing systems, clear objectives and frameworks, event evaluation, risk management assessment, accountable application of internal and external events, event strategy, meeting objectives, assessing and prioritizing support, event management support, event management portfolios, expansion and training, and event evaluation and analysis.

In event management strategy, there are seven primary tasks for strategic planning and implementation: event support, data collection and research, opportunities, capacity planning, dissemination of information, events development, and convening meetings. Event management strategic planning and implementation phases include strategic, operational, production, event, and post-event stages. The feasibility and development of an event start with management models, business and social cases, the event management process, stakeholder management, maturity models, marketing and HR, design finance and risk, and event metrics and return on investments. In operation management feasibility and development, factors include operations, operation analysis, feasibility studies, crowd prediction, volunteers, central agency, site feasibility, and case studies (Willam O'Toole, 2011).

(6) Johnny Allen and Rob Harris (2012)

According to Johnny Allen and Rob Harris (2012), the event culture today is crucial and central compared to the history of events, including entertainment, celebrations, ceremonies, mega events, and public events. Every country is in a race to generate sufficient

revenue from events. Government’s support and promote events for nation-building, economic, social, and cultural developments, setting multiple strategies to meet business and corporate objectives through events. Events are organized for groups and individuals to stimulate citizens' enthusiasm according to their passions and interests in various celebrations and festivals.

Marketing and promotional strategies for these events are conducted through television, newspapers, social media, global media, flyers, and more to ensure the growth and development of the event industry's future direction and global environment. Events are benchmarked according to daily life traditions and culture, including the cycle of birth, death, weddings, folk festivals, carnivals, ancient celebrations, shared religious beliefs, and other significant social events.

The term "festivals" has been used for many years to cover a wide array of events, times of celebration, and traditional ceremonies designed to relax domestic citizens. These festivals might include harvesting crops, hard labor, religious and ritualistic aspects, folk dance, trade produce, and other essential celebration features. Events for the working and middle classes involve the morality of industrialism, folklore, superstitions, constraints, diligence, code of ethics, abstinence, and mass entertainment. Local and national governments promote art and culture to change festival attitudes, supporting valuable research for short and long-term developments for artists, venues, and collaboration with event organizers to increase state revenue.

In the early twenty-first century, significant events have played a role in promoting and increasing market share, sponsorship, and event outcomes. This results in a great return on investment and promotes modern corporate event changes.

There are many categories, classifications, groups, and classes of events, encompassing various dimensions such as size, content, variety, and form. These events are known by different names, including mega-events, festivals, major events, hallmark events, cultural events, exhibitions, sports events, business events, trade shows, and political events. In recent decades, the event management industry has experienced rapid globalization and market growth, adopting advanced best practices to follow trends and natural attractions, recognizing event management as a profession. Event management companies consist of professional organizers, groups, and individuals who maintain long-term relationships with suppliers, customers, and participants.

The goals and objectives of the event management industry impact three significant sectors: the corporate sector, government, and community. The government leads the direction of events, celebrations, public events, policies, procedures, and tools for urban regeneration and development. The corporate sector is a significant player in business administration, training, professional skills, employee motivation, and the promotion of goods and services sales. Communities benefit directly through social, sporting, heritage, and cultural activities implemented with appropriate mechanisms and strategies for community ownership, engagement, and participation. Event management outcomes promote future planning and sponsorship support in the event management process (Johnny Allen and Rob Harris, 2012).

(7) *Martin Pitt and Dimitrios Koufopoulos (2012)*:

According to Martin Pitt and Dimitrios Koufopoulos (2012), strategic management theory and practices, definitions, and evaluation of concepts with implementation strategies are effective. A core strategy primarily focuses on business enterprises and mutual support during the industrial revolution. From a scholarly perspective, it means systemic planning and methodology analysis with excellent efficiency and market positions, competitive positioning, diversification, and empirical research for rapid growth to mitigate risk. Economic considerations for enterprise inputs and outputs are studied through investments, management decisions, and procedures implementation. Three primary forms of enterprise—business, social, and mutual agencies—implement strategies to achieve organizational goals and objectives. These strategies are known for their ethical, social, and strategic changes at corporate and enterprise levels and various strategy frameworks.

Organization resources and capabilities focused on elements of practical strategies and essential conditions of dynamics strategies. Primary value-adding activities are inbound logistics, operations, out bond logistics, marketing and scales, and after-sales services. Secondary value-adding services include procurement, technology development, human resource management, and infrastructure. These primary and secondary activities help to eliminate redundancy, combining duplication, minimum bottleneck and reducing throughput by using standardized. Enterprise performance assessment has several financial and operational performance measures, including revenues, capital employed, dividends, employees, share prices, and enterprise-specific measures. The results include effective organisational growth, production, profitability, cash flow, return on equity, liquidity, other economic values, resource

reflection, and qualitativeperformance reporting.

The steps of strategic management produce a position statement, including scanning for raw issues, merging stakeholder inputs, diagnosing strategic issues, determining critical issues and priorities, consolidating strategic position statements, formalizing and debating strategic diagnoses, and selecting strategies based on relevance, practicality, sustainability, and meeting key expectations. Although diversification, corporate strategy, and formulation towards vision and mission are crucial, management theory also emphasizes mergers, acquisitions, and alliances for strategic evaluation and internal development. Strategic global management recognizes no limits or boundaries, supporting the growth of ambitions, with international strategic management remaining constant. Successful strategic management implements change management to control the environment, satisfy assessments, and solve key implementation challenges, including organization design, structure, communication, control, formal systems, policies, procedures, standards, and best practices (Martin Pitt and Dimitrios Koufopoulos, 2012).

(8) Peter Drucker's (2012):

In his book "The Practice of Management," Peter Drucker explains that the manager is the dynamic leader determining the business's success. Management responsibilities include prerogatives, education, and administration professionalism through new institutions and Western modern society's systemic processes and procedures. Continuous improvement in management performance leads to economic prosperity and immense professional expertise. Management can enhance performance in every area, at all levels, and effectively control and administer the business through systematic standards, studies, principles, analyses, and performance. Management must adapt to economic changes, rapid growth, profit maximization, managing by objectives, and business environment circumstances.

Economics and financial achievement and performance for enterprises to make products more than resources are functions of managing managers. The management continuously focuses on the present and future for short and long-term goals to use minimum resources. There are two significant reasons for time dimensions, first economic and technological progress and second, management almost alone decision for the present and future. There are three essential jobs of management, managing a team of workers, managinga team of managers and business management through effective decisions and more outstanding expertise and

competence. The challenges for management include the new industrial revolution, automation implementation, conceptual principles, planning and monopoly, technology operating training for workers, and fulfilling management's demands and practices.

Human beings generate business ideas, creativity, and management for maximum profit, economic activity and growth, customer creation, entrepreneurial functions, innovation, marketing, and wealth utilization for resource and facilities creation. There are eight areas of objectives for results and outcomes: innovation, marketing standing, operational and financial resources, productivity, maximized profitability, manager performance and improvement, labor performance and behavior, and awareness of public responsibility. Additionally, balancing objectives involves prompt decision-making and long-range planning, including manufacturing productivity, time management, sales volume and market expansions, product design, measurement of competent management, the ability to anticipate the future, and management tools required to make decisions today for tomorrow's results.

Developing managers is essential through special activities and depends on managing managers, relationships with superiors and subordinates, and focusing on weaknesses and strengths according to the organization chart, functions, and structure. The principle of management development encompasses entire group or team management, dynamic management, embracing all managers, and continuously improving management. Two structural principles are federal decentralization and functional decentralization, with four stages of business sizes: small, medium, large, and massive businesses. The responsibility of management includes business social development, business decision making, legislative responsibility, availing opportunities, team leadership skills, and adapting to economic and technological forces towards the modern industry (Peter Drucker, 2012).

(9) Bernadette Quinn (2013):

According to Bernadette Quinn (2013), events and festivals' terminology and contributions have been conceptualized and studied dramatically in academia through different approaches and literature periods. This includes impacts in mega-events, hallmark events, investment involvement, unique research focuses, national and international attention, and the nature of technological competencies affecting direct and indirect stakeholders. All human culture consists of five primary sacred elements: celebration time, the harvest of essential products, serious performance, fairs, and generic cheerfulness, which attract tourism and event

literature.

The essential and valuable role of festivals and events in the domestic community impacts economic, cultural, environmental, and social activities, leading to infrastructural development and extensive capital investment, with significant cash inflows and outflow.

Event management literature covers events and festival management on both local and international levels. Event management processes such as planning, human resources, risk management, procurement, operations management, financial management, marketing and advertisement, logistics, and other trends are detailed in many textbooks and professional standards. Festivals are cultural inheritances and social structures, serving as social phenomena that provide public facilities and conventional social life structured by ordinary time. Festivals constitute an essential academic inquiry across disciplines. Furthermore, they warrant critical attention as expressions and celebrations of community, fostering investigations into festival practices and the reproduction of social relations.

Festivals and events are essential mechanisms for collectively shared experiences within communities, serving to create and promote collective identity through empirical investigation of their practices. Events and festivals have become directly connected with innovation over the last decades, holding crucial strategic status and economically targeted repositioning agendas that add social value. Hallmark events use innovative techniques across multiple fields such as design, engineering, construction, and other management and organizing skills. The MICE (Meetings, Incentives, Conventions, Exhibitions) sector aims to bring people together to share information, new ideas, and updated consensus on challenges including international trade and tourism. The evaluation of tourism research and evident inquiries into events and festivals reflect growing social, economic, and cultural agendas at the domestic level to increase a country’s revenue and at the international level to promote tourist spots worldwide (Bernadette Quinn, 2013).

(10) Larry Dwyer and Eugenia Wickens (2013):

Larry Dwyer and Eugenia Wickens describe event tourism and festivals as organized for local communities and promoted through territorial marketing for cultural initiatives that strengthen the country's global trends. These events demonstrate the seriousness of local commitments to hospitality and the skills required to work with stakeholders, the leisure industry, and frameworks for managing strategic goals through marketing planning, economic

development, social impact, and product innovation. There are three primary renewal processes: institutionalized, emergent, and incremental. Many factors affect innovation, including the potential demands of visitors, organizational cultures, and the manager's genuine contribution to tourism and events.

Cultural tourism involves the cultural motivation and behavior of local citizens and families to promote local culture and attractions to non-participating observers through academic study, research, and knowledge investigation. The methodology of stakeholders interested in academic and cultural tourism attractions and cultural marketing motivates families' constructs. The aims and objectives of cultural tourism empirical study are to determine awareness of heritage destinations and the ancient history of civilization, creating a more positive picture of the country. Cultural tourism developments for political, religious, social marketing, and management certainly appeal to practitioners and academics. The diversity benefits countries with the help of local citizens and event participants in public and private tourism collaboration (Larry Dwyer and Eugenia Wickens, 2013).

(11) Laura Cappell (2013):

In her book "Event Management for Dummies," Laura Cappell describes the thriving event industry, explaining that an idea or opinion is called an event. Event management includes wedding planning, brand management, security, and fundraising to improve skills and achieve success. Strategic planning is an essential phase in the event cycle and is often the longest phase due to a historical tendency for disorganization. Event management encompasses an entire industry, including festival and cultural travel, conferences and meetings, sporting events, outdoor events, hospitality and trade shows, music events, corporate hospitality, and incentive travel. It focuses on corporate events, theatre, cinemas, production, and architecture, rather than just group marketing. The benefits of events include personal communications, actual occasions, above-the-line digital marketing, face-to-face communication, entertainment, and the top level of word-of-mouth reactions. Event management provides significant enjoyment and social gathering opportunities.

The event management industry has grown rapidly over the last decade, especially during the recession, becoming a valuable, successful, and impactful method for digital marketing and face-to-face marketing communications. The industry is driven by a passion for communication, problem-solving, time management, resourcefulness, organization,

responsibility, respectfulness, delegation, flexibility, efficiency, endurance, expertise, and career development professionalism. The event management industry has SMART objectives: specific, measurable, attainable, relevant, and timely. Event management always targets the market when planning an event. Marketing an event focuses on business-to-business for other organizational interests, business-to-customer for the public, and company-to-employee for internal communication, developing various marketing strategies.

The event management industry encourages small businesses to network, organize exhibitions, and foster creativity and innovations. Key points for a successful event include challenging the brief, managing meetings, crafting conferences and energizers, planning the plenary, organizing breakout sessions and seminars, team building, knowledgeable networking, putting together great exhibitions, self-selecting, using the application process, paying for presentations, exhibiting at shows, perfecting product launches, appreciating award ceremonies, sizing up sporting events, festival fun, experiencing field marketing, the pop-up phenomenon, giveaways, and goodbyes. Event marketing demographics consider public or event marketing approaches such as age, gender, income, ethnicity, and race. Additionally, the event participant's audience includes factors such as name, age, gender, location, lifestyle, profession, experience, career, education, position, hobbies, attitudes, manners, friendship groups, family background, and family activities.

The essential parts and processes for successful events are thoroughly explained and summarized as follows: managing a team effectively, which includes proper team coordination, strength, training, communications, and segregation of staff duties. Budget planning and management involve negotiations, limits, return on investments, timely payments, clarifications, and avoiding budget overruns in event management, which is also a crucial pillar of successful events. The quality of entertainment, content, brands, creativity, technology, and trends are vital for current events. Operations management, design, quality of work delivery, decision-making, problem-solving, control, monitoring, and time management contribute to extraordinary events. Event marketing at the right time, the right job, during-event checklists and testing, and a warm welcome are also significant. The final pre- and post-event management activities are mandatory: venue cleaning, waste management, guest farewells, evaluating the event, financial reporting, participant feedback, and learning from mistakes are essential for winding up the event (Laura Capell, 2013).

(12) J. Goldblatt (2013):

J. Goldblatt explains that the event management industry is one of the fastest-growing trends among modern professionals, securing the future and highlighting several important factors. First, the economic growth of service industries at the family level improves social life and provides financial support for spouses. Second, the event management industry educates people in any society, enhancing their technical expertise. It also improves teamwork, planning skills, additional income, training, and experience through informal meetings. Finally, it enhances general management skills in business and daily life.

The three major trends in the event management industry include economic fluctuations, advanced technological changes, and increased competition within the event industry. The event management profession has rapidly become technical, addressing social, economic, and political challenges, and evolving from birth to growth, decline, and sustainability through education to stable professional event managers. The industry's rapid emergence and decline accelerated over the decades, with sound financial practices making it a profitable industry for entrepreneurs. Event management is a successful career involving specific types of work, training, practice, and processes, resulting in professional networking and experience. Global opportunities are also available through event management business development, helping develop expertise in the client's organizational culture and improve decision-making skills.

Professional event research, design, objectives, planning, operation, management, process, coordination, and communication orchestration are necessary. The author explained that the scope of these events includes celebrations, education, marketing, reunions, civic affairs, expositions, fairs and festivals, hallmark events, politics, meetings and conferences, retail events, social life cycle events, sports events, and tourism. There are also highlighted and alert demographic changes, psychographic changes, global event management changes and growth, event length, improved performance, emerging career opportunities, important event factors, certificate programs, and advanced career developments (Goldblatt, 2013).

(13) Martin Robertson and Elspeth Frew (2013):

According to Martin Robertson and Elspeth Frew (2013), events and festivals

exemplify economic experiences and great memories, energize entertainment outcomes, and encourage the social, religious, political, cultural, and economic anticipated protection of the professional and academic legitimacy of the subject's scope. The event management industry promotes sports activities, participant entertainment, arts and culture, heritage, museums and galleries, and historical environments. A strategic approach for existing and new audiences includes changes in art forms, new types of events, different venues and locations, attendee encouragement, entertainment choices, values and enjoyment, reasonable prices, and attendee motivation. Understanding existing audiences and developing the market involves working on market penetration, market and product development, and diversification strategies. Rapid technological developments such as digital marketing, the proliferation of broadband internet connections, and classical concerts offer great opportunities for event management organizations.

Glasgow festivals are organised for tourism and economic rebuilding, cultural development, and improving the quality of life for the local population. The branding of events to increase visitor income and symbolize urban economic rebuilding policies stimulates the local community’s retail and hospitality environment. This approach connects global business opportunities to achieve objectives while considering economic, social, and cultural contexts

The success of Glasgow festivals and significant events plays a vital role in cultural regeneration, business investments for new entrepreneurs, and media attention. These well-planned cultural events bring economic, social, and tourism benefits through government support and local citizen involvement. Festivals and commemorations address the global consumer demand for participant joy, satisfaction, event sustainability, and achieving target objectives.

Festival and celebration organizers, along with their agents, are developing professional skills and receiving support from volunteers. This includes promoting art and culture, mentoring in the arts, providing opportunities for practitioner engagement, and offering youth training, coaching, and counseling to sustain volunteer motivation. The importance of festivals to volunteers includes strategic development, stakeholder relationships, audience development, decision-making skills, financial considerations, and human resource management. The impacts and outcomes of festivals and special events focus on increased visitation, economic injections, increased employment, improved destination image, enhanced tourism

development, ability development, reduction of seasonal fluctuations, and enhanced community, social, and cultural benefits.

Art festival evaluation and research have an economic impact and are crucial parts of the planning process. They demonstrate accountability for best practices in festival management, helping organizers learn and adapt to improve innovation and creativity continuously. Festival aims and objectives evaluation for internal management purposes and external stakeholders highlights local economic, social, cultural, and environmental impacts. The fast-moving festival industry and the increasing range of assessments by size and scope lead to improvements in management approaches, procedures, and standards for implementing best practices. Festival studies contribute to the quality, time, cost, and experience of assessments, managing successful events at a micro-management level in the academic and professional analysis of event management careers and best practices (Martin Robertson, Elspeth Frew, 2013).

(14) Kaiser, Alfs, Beech & Kaspar (2014):

Kaiser, Alfs, Beech, and Kaspar (2014) describe the event management industry background in art, culture, and heritage preservation through promotion and career development. Event management studies are a relatively new topic for universities, but Leisure Management in the UK has a rich history of academic study for teaching and research.

Recently, the event management industry has grown in interest in literary studies, teaching appropriate programs to support and address obstacles in event management topics. Graduates from these institutes become specialized and professional event organizers, contributing to the growing industry of tourism, sports, and festivals conceptualized in event management. The primary focus of Leisure Management is on sports, culture, tourism, business, and other event management courses, lectures, introductions, and skills.

The scope of event management encompasses carnivals, conferences, conventions, exhibitions, expos, fairs, festivals, and shows, organized on a large scale with crucial commercial dimensions. Events management involves parameters such as formulated planning, processes, organizing, leading, and controlling, all of which become vital. In event management, there is a difference between internal management and external management at all levels, including policy procedures inside and outside the event. Traditionally, most internal

and external organizations interacted with direct control and event development. The event's commercial environment must be financially conscious and operate within a budget.

The new perspective of event dimensions includes mobile vs. place-based events; micro, macro, and mega-events; multi vs. single events; local, regional, domestic, national, and international affairs; creative vs. standardized events; and live virtual synergy events. Events, whether small or large, impact participants, and there are four major classifications of events: mega-events, special events, hallmark events, and community events. All event management stakeholders agree on a strategic focus on events and core budgets, especially for mega, micro, and macro events. Event managers are professionals who should possess four basic skills: cognitive, strategic, interpersonal, and business. They should also be experts in management theory, arts management, organizational hierarchies, media management, evaluation, marketing, accounting and budgeting, audience development, box office management, and risk management, with strong decision-making abilities.

The event management structure hierarchy includes three significant components: complexity, formalization, and centralization. Cultural frames include individuals, regions, divisions, and organizations. Event management strategies cover finance, operations, HRM, and marketing. The event industry's sustainability strategies involve organizational culture, volunteer motivation, and techniques. Kotter's five marketing elements are also applied in the event management industry, product family, product class, product type, product brand and product line. The critical review of the event management industry includes the dynamic of budgets, contingency planning, budgeting, costing, principles of good governance, planning liquidity, written agreement, empowerment, setting priorities, value-in-kind sponsors, operation management, monitoring, and control. Business theory helps evaluate the events such as PEST factors, SWOT analysis, and results outcomes comparison analysis (Kaiser, Alfs, Beech & Kaspar,2014).

(15) ***Donald Getz and Tommy D. Anderson (2014)*****:**

According to Donald Getz and Tommy D. Anderson, festivals and events research, particularly the geographic focus on Scandinavia, highlights unique implications for hospitality, tourism, and strong interest in event studies. In the development of event studies, global institutions provide scholarships and degree programs. Three particular themes have emerged: the cooperative roles festivals play, the symbiotic relationships among festival

stakeholders, and the extended local networks of festivals. The survey of festival management focuses on theories and practices in public and private sectors, decision-making outcomes, traveler service quality, and volunteer involvement. Event measurement experience, innovation processes, and success factors are examined through multiple methods, including surveys, participant observations, interviews, visitor movements for tourism, social networks, and economic perspectives.

Festivals are the most noticeable opportunities for promotions and marketing organisations and countries worldwide to get a positive event image as a hallmark status event. Events and festivals brands theories related high essential business climate change, product and services as team and symbol.



Events and festivals are sufficient to utilize resources, event team marketing skills, media coverage, sponsorship, brand ownership, interest group and other stakeholders to consider the direction of brand management. Events are high in public demand, consumers consume interesting aspects of festivals, and residents control the multidimensional festivals and events through mediacoverage. A similar festival brand management model constructs a critical stakeholder connection for media management to promote the festivals and events. Further festival and event research recognizes the relationship between organization control, branding practices, and organization structure for events and festivals (Donald Getz and Tommy D. Anderson, 2014)

(16) Dawson and Bassett (2015)

According to Dawson and Bassett (2015). Events are gatherings of families, friends, office colleagues, or groups of strangers to participate in concerts, festivals, or sports competitions. It might be a special occasion, such as an enjoyable, memorable, or temporary event or gathering, including a birthday, wedding, football match, cultural festival, music concert, political state, educational and scientific trade show, exhibition or any other enjoyable experience. Sometimes people gather for education and entertainment, but the clear definition is that an event is organized for some particular purpose.

Events can be categorized into four main types based on size and impact, each leaving

lasting memories on participants:

a) *Mega-events*: These events have a global attraction, drawing attention from television, social media, and millions of live viewers.

b) *Local events*: These are community gatherings or social events among friends and family, including cultural festivals with significant local media coverage and business objectives.

c) *Major events*: These attract visitors from outer regions to participate in art and cultural festivals, trade shows, international exhibitions, and business conventions.

d) *Hallmark events*: These are specific to particular regions, cities, or towns, including tournaments, championships, and festivals where participation often involves buying tickets or memberships.

The hospitality, tourism, sports, and marketing industries are indirectly connected to the event management industry. These sectors share similar business structures, processes, hosting, planning, operations management, and pre- and post-event activities. For example, spectators, participants, visitors, media, suppliers, and administrators are all drawn to events. These indirect industries contribute to the economic, social, and cultural impacts, factors, and benefits associated with events. Furthermore, the pre-program content of an event includes hosting, entertainment, venue, catering, and the event's nature.

The initial process of event planning includes conceiving the event concept, agreeing on the event's aims, objectives, and outcomes, creating evaluation criteria, preparing a project proposal, requesting approval, completing event planning documents, deciding on content details, inviting speakers, and planning activities' shape, structure, timing, and management.

Event phases are divided into three main types: pre-event, during-event, and post-event activities.

- *Pre-event*: This includes equipment installation, decoration and setup, facilities and services preparation, artist performance planning, entertainment arrangements, and participant arrivals.

- *During-event*: Activities include crowd management, transportation, communication, and equipment testing.

- *Post-event*: This involves removing equipment, dispersing crowds, managing facilities and services, and conducting clean-up operations.

In promotional event planning, the four Cs—cost, clout, credibility, and control—are essential to delivering a successful event. The event evaluation plan, risk assessment, team building, practical guides, measuring success, and ensuring future readiness are critical to event success (Dawson and Bassett, 2015).

(17) Kitchin and Ferdinand (2017)

Kitchin and Ferdinand (2017) Organise social, cultural, political, economic and technological conditions. Event managers and participants are both facing many challenges and opportunities. Global issues increasingly relate to population growth, climate change, tourism, immigration, and global culture. Other factors impacting the event management industry include ethnicity, consumerism, racism, competition, discrimination, and class division. Events have been integral to nation`s civilizations since ancient times. Event management changes the roles of societies and attracts people to countries. The potential for events continues globally, with international sports events, exhibitions, and political, arts, and cultural celebrations organized by international organizations and governments. These international events generate significant economic, social, and environmental impacts, which are vital to sustainability.

International events primarily focus on marketplace engagement, growing in dimensions and divided into global frameworks and strategic planning practices. Financing these events is a major challenge, depending on the size and scope of the event. This process begins with budgeting and includes pricing strategies such as cost-plus pricing, prestige pricing, and discriminatory pricing. Budget planning, controlling, and analysis are essential to review financial reports, variances, and action plans.

The event management industry’s internal and external risk management depends on the event's size, scope, and compliance with regulations. This includes managing health and safety risks, crowd control, environmental risks, drug risks, legal risks, risk treatment, prevention and avoidance of damage, facility management, and risk transfer, as well as monitoring and reviewing these risks.

Cultural tourism has traditionally been expensive internationally due to the high cost of travel to study different lifestyles of other nations. The event evaluation approach includes

quantitative, qualitative, economic, and financial strategies compared with non-economic and non-financial techniques.

The future direction of international event planning includes exploring opportunities, possibilities, and crafting strategies. This focus involves developing human resources and fundraising sources for global networks and brand identity. Three major future approaches are trend extrapolation, environmental scanning and analysis, and scenario planning. Future drivers for international events include consumer value, changing politics, the increasing role of technology, a focus on the green agenda, technological developments, social media, and literature phenomena to capture future trends (Kitchin and Ferdinand, 2017, p. 175).

(18) Paul Brunt and Susan Horner (2017):

According to Paul Brunt and Susan Horner, the Tourism, Hospitality, and Event Management (THE) industry encompasses people's hospitality, movement, destination management, and overall satisfaction, including travel, food, hotel, and entertainment facilities, as well as motivation. Furthermore, Tourism, Hospitality, and Event Management (THE) is about the overall social environment and practices for business, leisure, entertainment, and future direction and development through data research methods and market analysis. The industry involves a variety of factors and approaches such as economic, environmental, social, political, and intercultural activities. Effective strategic planning, operational processes, management, and marketing according to ethical principles and suitable procedures are crucial for success.

Multiple approaches are determined and applied for data collection and analysis in the Tourism, Hospitality, and Event Management (THE) industry. The two main approaches used for data collection are primary and secondary data collection. Primary data collection involves gathering new information for detailed research regarding people's attraction, which did not exist before. Secondary data collection involves sourcing information that already exists with multiple references. Data collection in the industry through global and national institutes provides valuable research using various information and surveys for different purposes. These approaches are essential for reviewing options for timely decisions and pre-planning considerations and constraints.

Quantitative and qualitative methods represent primary and secondary data collection,

focusing on numerical data from a broad population to gain in-depth knowledge. The THE industry's use of quantitative methods relies on statistical test hypotheses and the reliability of statistical tests, along with the advantages and limitations of opinion-measured scales. Qualitative methods focus on participant observation, in-depth interviews, ethnography, and focus groups to gather thoughts and measure the quality of attributes, aiming to obtain a few samples from a vast population.

The planning and process of a research project in the Tourism, Hospitality, and Event Management (THE) industry typically involve ten stages to synthesize sources and analyze results. The famous theory POEM (Paradigm, Ontology, Epistemology, Methodology), as referenced by Pernecky (2007), impacts the initial elements of project planning and research, helping to classify and acknowledge well-informed decision-making and conceptual presentation. These stages include:

1. Research agenda
2. Literature reviews
3. Problem and time constraints
4. Aims and objectives
5. Research development
6. Pilot stage
7. Data gathering
8. Data analysis
9. Conclusion

There are four key points to analyze and conclude the results: achieving targets, summarizing audience participation, measuring enthusiasm and focus on participants, and preparing an excellent abstract for the THE research or project report (Paul Brunt and Susan Horner, 2017).

(19) Chris Edge and Oddy Richard (2018):

According to Chris Edge and Oddy Richard in their book "Event Management: Event Venue and Experience," the event managerial framework model highlights three phases—before, during, and after the event—divided into six primary experiential excellence functions, known as the six 'E's:

1. **Explore:** Industry market and customer needs
2. **Engineer:** Concept, plan, and experience
3. **Engage:** Tean and customer
4. **Execute:** Blueprint, plan, and operations
5. **Evaluate:** Impact, delivery, and safety
6. **Evolve:** Proposition and experience

The EVE Manager framework incorporates multiple dimensions of these characteristics: emotional intelligence, expertise, entrepreneurship, energy, and ethics.

The EVE Manager framework requires researching and exploring to understand market customers. The critical event features within the event industry cluster models include cultural, business, sporting, and social events. As the famous saying goes, humans are social animals, and sporting elements from thousands of years ago created strong iconography and symbols of celebrations. The components and principles of the events industry cluster model involve high experiential intensity, overlapping issues, and a skill set encompassing behavioral, cognitive, and technical experiential power to manage corporate event management.

The lifecycle of an event model outlines the stages of an event's life, starting from rapid growth, moving to maturity, then decline, and finally rebirth. The event differentiation model is used to review arguments and anticipated versus generic events.

The EVE Manager's concept focuses on designing customer desires and needs in the market through the perceived experience model. This model consists of four significant pillars: event, services, venue, and price, all centering around the perceived experience.

1. **Event:** This represents tangible elements such as entertainment, performance, ancillary services and products, lighting, and sound systems.
2. **Service:** This includes knowledge, content, sociability, rectification, attitude, politeness, and speed.
3. **Venue:** This encompasses atmosphere, location, accessibility, design, setting, comfort, layout, and facilities.
4. **Price:** This covers primary and secondary costs related to the overall proposition. Additionally, another theory applied in this context is "SMARTER," which stands for Specific, Measurable, Assignable, Relevant, Timely, Evaluated, and Reviewed.

The EVE Manager framework emphasizes engaging people, meaning satisfying both employees and customers. This engagement process includes the well-known ten emotional moments of truth model, which encompasses the following points in the cycle: design, hire, onboard, train, lead, recognize, autonomy, develop, communicate, and review.
The EVE Manager also focuses on execution by mobilizing and leading the team to deliver high-quality events. This involves the people development theory, operational evaluation reviews, and conducting district and regional meetings over twenty days. Simultaneously, continuous monitoring and correction plans are implemented to ensure the process is fixed and optimized.

EVE Managers evaluate financial and customer analysis through multiple business theories and models. These models include the risk assessment process model, the EVE customer journey, the managing risk and resilience model, and the GAPPAR framework, which stands for Gather, Analyze, Prioritize, Plan, Act, and Review.

The final step in the EVE Manager framework model is to Evolve, completing the cycle. This step represents the continuous improvement of concepts, execution, frameworks, and models. The significant eight-step change theory applies to event management and involves creating a conducive climate, engaging with the organization, and ensuring sustainable implementation. These steps are:

1. Increasing urgency
2. Building guiding teams
3. Getting the vision right
4. Communicating for buy-in
5. Making the right decisions
6. Achieving short-term wins
7. Maintaining hard work
8. Sticking with the process

(Edge and Oddy, 2018)

(20) Charles Bladen and James Kennell (2018):

According to Charles Bladen and James Kennell, events and festivals act as social, economic, cultural, and environmental drivers in many countries, including cities and regions. The size and scale of events are characterized by consistent elements such as leadership, budget, life cycle, tasks, cross-functionality, teams, and the event project life cycle.

Event Leadership: This involves a top-level leadership hierarchy with roles and responsibilities that vary based on the size of the event, particularly for mega or international events.

Budgeting and Forecasting: Financial management is crucial for handling cash flow, costs, setting limits, and funding stages. Budgeting and forecasting are essential for ensuring the financial viability of an event.

Event Lifecycle: This is a chain of phases including the present and future planning of events according to trends and strategic direction.

Event Tasks: Tasks are divided and assigned to individuals for project planning and implementation.

Cross-functional Team Management: This depends on the type of event, organizational structure, and technical requirements of the project.

Event Project Lifecycle: The event project lifecycle includes conception and evaluation steps, divided into initiation, planning, implementation, and closure across three phases: start, timeline, and finish.

Budgeting and financial management are integral parts of overall strategic event planning, evaluating financial performance to achieve target profits. A critical aspect of the budgeting process is its continuous nature, reinforced by several steps:

1. Defining business objectives
2. Auditing resources
3. Operationalizing strategies

4. Allocating responsibility
5. Preparing budgets
6. Approving budgets
7. Implementing budgets
8. Measuring performance
9. Taking corrective actions

The objective of budgeting are to control business planning and measure performance using the "MASTER" framework, which stands for Measurable, Achievable, Specific, Time-limited, End-related, and Ranked. Additionally, measurable financial budgeting and comparing organizational categories features and components are explained using the "CARROT" theory, which stands for Concise, Accurate, Reliable, Relevant, Objective, and Timely (Charles Bladen and James Kennell, 2018).

(21) Norbert Vanhove (2018):

According to Norbert Vanhove (2018), the focus of measuring tourism activities for private and public practices is to evaluate their economic impact. This measurement system is classified into six groups

1. *Tourism Information*: This involves collecting tourism marketing data through market research systems, supply and demand data, tourism policy, and database information management.
2. *Tourist Day Measurements*: Measuring the economic impact of day tourists, which is essential for understanding tourism excursions.
3. *Tourism Facilities*: Measurement of facilities including accommodation, food, beverages, water, transportation, cultural services, recreational activities, retail trade, and other specific tourism activities in a country.
4. *Tourism on Holidays*: Economic analysis of tourism products based on holiday consumption of goods and services.
5. *Tourism Production*: Conceptual framework of the tourism satellite account, including the technical and methodological aspects of macroeconomic numerics.

***Tourism Parameters*:** These parameters help assess various tourism activities and their economic significance
Concepts of demand measurements in tourism are categorized into three primary market

levels: product level, geographical level, and time level, each serving specific purposes. These demand measurement concepts encompass total volume, customer group, period, marketing environment, and marketing program.

Qualitative Methods:

1. **Traditional Approach:** This approach is divided into two practical methods:
- **Holiday Surveys:** Conducted over long periods to identify emerging trends.
- **Traveler Surveys:** Focused on travelers and market potentials.
2. **Delphi Method:** This model involved generating long-range estimates of the probability of particular conditions and technological developments, including economic, medical, state tourism, ad development aspects.
3. **Judgement-Aided Models:** These models involve writing trends and market facts to forecast demand and construct hypothetical scenarios for focused attention.

The value chain of the tourism industry encompasses various strategies and developments, including infrastructure, finance, human resources development, product and services, technology and system development, database development, procurement development, and operation development. The development of viable options for strategic planning and regional development is essential. Sustainable tourism aims include:

1. Economics viability
2. Local prosperity
3. Employment quality
4. Social equity
5. Visitor fulfillment
6. Local control
7. Community well-being
8. Cultural richness
9. Physical integrity
10. Biological diversity
11. Resource efficiency
12. Environmental purity

(22) Lawrance A and Andrew C (2019):

According to Lawrence A. and Andrew C. (2019), mega sports events offer historical

perspectives and generational comparisons, presenting cultural objectives through media narratives of the past. The study of mega sports events and socio-cultural media perspectives focuses on three major areas:

1. Media Production and Design
2. Media Work Narrative and Content
3. Media Participants and Audiences

These media components rely on the economic forces of sports, featuring considerations and conceptualized assessments of media efforts. Understanding sports mega- events opportunities is complex due to the global dynamics and symbolic implications of various relations of domination. This strategic recognition of media events and economic attention reflects modern life's entertainment, emphasizing the enjoyment of large-scale mega- events over social values and global trends.

The modern Olympic Games have been significantly organized over the last two centuries, blending economic, social, cultural, political, and environmental aspects within the contemporary media landscape. The scale and profile of the games attract global attention, supported by sponsorship and broadcasters. The Football World Cup is also considered a mega event, securing massive participation and television media coverage, reaching almost one billion viewers worldwide. Social media and digital platforms provide spaces for commentary, information, debates, and discussions among fans, experts, and professionals. Print media attract audiences with match schedules, reminders, and essential roles in representing national and international levels, supporting popularity and promotions. Similarly, the Cricket World Cup, organized by the International Cricket Council, is a significant mega sports event that attracts a global audience through extensive media coverage and promotion, contributing to the worldwide development of cricket.

Many mega-sports events are organized worldwide, in addition to the Olympic Games, football, and cricket, which have significant followings and media coverage. These sports mega-events include Wimbledon, known for tennis tournaments; the Rugby World Cup; the Tour de France; the Monaco Grand Prix; the Indianapolis 500; the AFC Asian Cup; the Super Bowl Championship; and the World Series in baseball. Other notable events are the NCAA baseball championships and the X Games. These top-class sports mega-events are organized in different countries under various names, such as World Cups, championships, trophies,

leagues, and games, to attract extensive media attention, promote global entertainment, and engage players and participants. For media, covering sports mega-events presents a tremendous challenge, requiring social and cultural analysis to achieve targeted goals and objectives. This helps sustain future directions, fostering a global village with neutrality and impartiality (Lawrance A and Andrew C, 2019).

(23) Donal Getz (2019):

Donal Getz describes four significant types of forecasting in the events and tourism industry: post-event, retrospective, and strategic forecasting. The steps involved in forecasting are initiation, screening, scoping, technical work, public and stakeholder consultations, forecasts, mitigation, reporting and consultation, decision-making, monitoring, and feedback. Strategic impacts include economic, social, cultural, and environmental policies, which help improve transparency, better regulation, legitimacy of policies, setting goals and priorities, and contributing to policy learning. Retrospective impacts involve nature and ecology, social and cultural aspects, the economy, and the built environment.

Other categories of event evaluations include data collection, monitoring, comparisons and benchmarking, formative evaluation, problem-solving, decision reporting, discrepancy identification and correction, process evaluation, summative evaluation, goal-free evaluation, evaluation of organizational effectiveness and efficiency, forecasting project impact, post-event or post-development evaluation, potential strategy and policy evaluation, broad implications, benefit and cost evaluation, cause and effect analysis, value assessment, cumulative impact assessment, and sustainability.

Stakeholders have revealed many assessment guidelines and trends, including growth, visibility, legitimacy, competition, accountability, the need for comparability, sustainability, professionalism, and flexibility.

Events and tourism influence society's economic, ecological, cultural, social, and environmental aspects. The steps for evaluating events and their impacts include analyzing outcomes, preconditions, causal pathways, interventions, assumptions, rationale, indicators, narratives, theories, and models.

Data types for events and tourism evaluation encompass personal opinions and attitudes, expert opinions, judgments, consultations, media content, consumer behavior,

institutional arrangements, political actions, community actions, social and subcultural contexts, observational studies, experimentation, and meta-analysis.

Adoption of event cultures profoundly impacts individuals, families, groups, subcultures, professional event management organizations, corporate and business communities, tourist destinations, politics, governments, and the overall culture and direction of nations. Significant economic impacts include debts incurred for mega-event construction, disruption of everyday activities, investments in new tourist destinations, return on assets, operating costs, production events, risk management, lifecycle venues, workforce externalities, inflation control, displacement of tourists and businesses, and opportunity costs for economic benefits.

Festival and cultural celebrations are primarily related to arts, culture, and economics, necessitating funding agencies to organize dedicated festival tourists. Multiple festivals are reviewing and learning cultural development approaches to impact assessments.

Getz further points out that events and tourism inevitably impact communities, economies, and societies by enhancing technical skills within the event management industry. This includes developments of venues, preservation of heritage and ecosystems, planners, decision-makers, political combinations, and sustainable outcomes. The evaluation theories of events are crucial for analyzing the events and tourism industry, encompassing thresholds, standards, capacity, precautionary principles, ideas, concepts, and models (Getz, 2019).

(24) Shone and Parry (2019):

Shone and Parry describe that events are not part of science but play an essential role in society's daily life. Each nation has its own traditions, celebrations, festivals, ceremonies, carnivals, and religious, personal, and local events in which citizens participate and enjoy national holidays. In the modern world, events play a contemporary role in attracting travel and tourism for economic purposes, especially during specific cultural events and at folk or heritage locations. There are four major case studies of events: leisure, cultural, personal, and ancient events. These events highlight many routine life activities, such as weddings, new product launches, prize ceremonies, exhibitions, sports days, and conferences. Event management offers immeasurable managerial experience, specializing in understanding the variety and breadth of these activities.

Shone and Parry (2019) also highlight the critical elements of special events, which include personal interactions, rituals or ceremonies, uniqueness, labor intensity, intangibility, perishability, ambiance and services, and fixed timescales. Unlike other events, personal events such as intimate celebrations, weddings, and birthday parties typically do not generate direct income.

Leisure events, on the other hand, encompass international athletics competitions and other sporting events. These events attract talent in athletics and numerous visitors, leading to significant social, economic, political, tourism, and developmental implications. They contribute to the enhancement of local communities, provide economic boosts through tourism, and often necessitate infrastructural improvements and policy developments to accommodate and capitalize on the influx of participants and spectators.

Shone and Parry (2019) outline the comprehensive aspects of event management that are influenced by an organization’s culture, structure, and power dynamics. The event management process involves several key components:

1. **Event Planning:** This involves defining the event's objectives, scope, and target audience, as well as creating a detailed plan that outlines all necessary activities and timelines.

2. **Budgeting:** Allocating financial resources appropriately to ensure all aspects of the event are adequately funded without overspending.

3. **Logistics:** Coordinating the movement of people, equipment, and supplies to ensure the event runs smoothly.

4. **Operational Management:** Overseeing the event's operations to ensure everything runs according to plan.

5. **Supplies:** Procuring and managing the necessary materials and equipment for the event.

6. **Marketing:** Promoting the event to attract attendees and participants.

7. **Risk Management:** Identifying and mitigating potential risks to ensure the safety and success of the event.

8. **Legalities:** Ensuring the event complies with all relevant laws and regulations.
9. **Decoration and Setup:** Designing and setting up the event space to create the desired atmosphere.
10. **Close Down and Evaluations:** Dismantling the event setup and evaluating the event's success to inform future planning.

The organizational structure necessary to support these activities typically includes the following departments:

1. **Operations Support Department:** Provides logistical support and ensures all operational aspects are running smoothly.
2. **Operational Visits Department:** Manages on-site operations and ensures everything is in place.
3. **Finance Department:** Handles budgeting, financial planning, and cost control.
4. **Marketing Department:** Responsible for promoting the event and engaging with potential attendees.
5. **Administration Department:** Manages administrative tasks and ensures that all legal and regulatory requirements are met.

These departments work collaboratively to manage the various facets of event planning and execution, ensuring that events are successful and meet the desired objectives. The integration of culture, historical learning, and structured processes contributes to the overall effectiveness and efficiency of event management practices.

(25) According to Stephen Page (2019):

Stephen Page (2019) highlights the significant growth in tourism worldwide, attributing this increase to several factors that reflect broader economic, social, and technological trends:.

1. Leisure and Stress Reduction: As a global phenomenon, tourism provides an outlet for individuals to spend their leisure and spare time, helping to reduce stress and improve overall well-being.

2. Economics Modernization: Tourism is a discretionary option that flourishes in growing and modernizing economies. As economies develop, disposable incomes rise, allowing more people to afford travel.

3. Employment Opportunities: The tourism industry generates numerous job opportunities, contributing to economic growth and offering diverse employment prospects in areas such as hospitality, transportation, and entertainment.

4. Improved Quality of Life: With increased wealth and better living standards, people are more inclined to travel for pleasure, seeking new experiences and relaxation.

5. Holiday Entitlement Legislation: Laws granting employees more holiday time encourage travel, as people have more opportunities to take vacations.

6. Relaxation and Consumption: Tourism offers a means of relaxation and an avenue for consumption, where tourists can spend money on experiences, goods, and services.

7. Technology and Social Media: Advances in technology and the rise of social media have transformed the tourism industry. People can now easily plan trips, share experiences, and discover new destinations through online platforms.

8. Environmental and Climate Change: Tourism has a significant impact on the earth's environment. Climate change and the need for sustainable tourism practices are critical areas of study to ensure the long-term viability of the industry

9. Cultural and Civilizational Studies: Tourism promotes understanding and appreciation of different civilizations and cultures, fostering global socialism and development.

10. Leisure Ethic and Financial Prosperity: The development of a leisure ethic and increasing financial prosperity drive the desire for travel. People value their free time and have the financial means to explore new destinations and experiences.

Page’s insights emphasize the multifaceted nature of tourism and its integral role in modern economies. The growth of tourism is not just a reflection of economic progress but also a contributor to cultural exchange, environmental awareness, and social development. The tourism industry's challenges and opportunities highlight the need for sustainable practices and innovative solutions to support its continued expansion and positive impact on global society.

From a historical perspective, the contributions of Greek and Roman civilizations have significantly influenced the development of tourism and leisure activities:

Greek Philosophers and Tourism

1. **Focus on Leisure:** Greek philosophers, such as Aristotle and Plato, emphasized the importance of leisure (schole) as essential for personal growth and societal well-being. They advocated for balanced lives that included leisure time for reflection, self-improvement, and enjoyment.

2. **Self-Development:** Leisure was seen as a means for self-development. The Greeks believed that through leisure, individuals could pursue intellectual and artistic activities that contributed to their personal and societal growth.

3. **Game Development:** The Greeks were pioneers in organizing sporting events, with the Olympic Games being the most notable example. These events were not only local but attracted participants and spectators from various regions, fostering a sense of unity and competition.

4. **International Travel:** Greek philosophers and scholars traveled extensively, spreading ideas and knowledge. This laid the groundwork for the concept of cultural tourism, where people travel to learn about and engage with different cultures.

5. **Sports Tourism Events:** The Olympic Games and other Panhellenic festivals were early forms of sports tourism. These events required the development of infrastructure, such as stadiums and accommodation, directly impacting urban areas and improving facilities for tourists.

Roman Empire and Tourism

1. **Domestic Tourism:** The Romans developed extensive domestic tourism, particularly focusing on urban resorts and recreational activities. Wealthy Romans often traveled to the countryside and coastal areas to escape the city's hustle and bustle.

2. **Urban Resorts and Promotions:** The Romans established various urban resorts, including baths, theaters, and arenas, promoting leisure and entertainment. These facilities attracted both locals and visitors, enhancing the urban infrastructure.

3. **Overseas Territories Management:** The Roman Empire's vast territories facilitated the promotion of historical and cultural sites. Romans traveled to various parts of the empire to explore and appreciate different cultures and historical landmarks.

4. **Heritage Promotions:** Romans placed a high value on historical and cultural heritage, promoting visits to significant sites such as religious places, natural wonders, and ancient ruins. This practice laid the foundation for heritage tourism, where people travel to experience and appreciate historical and cultural sites.

Impact on Urban Infrastructure

- **Infrastructure Development:** The focus on leisure, sports, and cultural activities by the Greeks and Romans led to significant infrastructure development in urban areas. This included the construction of stadiums, theaters, baths, and roads, which facilitated the movement of people and the hosting of large-scale events.

- **Improvement of Tourist Needs:** The focus on leisure, sports, and cultural activities by the Greeks and Romans led to significant infrastructure development in urban areas. This included the construction of stadiums, theaters, baths, and roads, which facilitated the movement of people and the hosting of large-scale events.

The contributions of Greek philosophers and the Roman Empire have had a lasting impact on the tourism and leisure industry. The emphasis on leisure, self-development, sports, and cultural heritage has shaped the development of tourism infrastructure and practices. These historical insights underline the importance of catering to tourists' needs and the role of tourism in promoting cultural understanding and economic growth.

The demands of the tourism industry have increased in areas such as travel facilities, quality of accommodation, transportation, restaurants, attractions, and guides. The objectives of tourism organization management are to achieve profitability, attract new customers, and minimize costs. In the public sector, the goals include coordination and raising domestic awareness. Additional aims are to enhance efficiency and effectiveness to reduce expenses, address competition, and achieve desired outcomes. Management roles include acting as representatives, investigators, supervisors, coordinators, staffers, and evaluators. Motivations involve understanding requirements, ensuring tasks are completed, and managing people. Key aspects of business performance include business planning, financial management, marketing

and advertising, strategic skills, operational management, personal attributes, and leadership skills.

The concept of tourism management hinges on four critical questions: first, the extent of government involvement and interest in tourism; second, the categories and scope of tourism participants; third, the policies and procedures governing tourism management; and fourth, the impacts of tourism on destinations. Tourism growth and development present significant opportunities and competition in what is increasingly becoming a global village, particularly in light of future climate change challenges. Historically, tourism was an activity predominantly among the ruling elites, exploring unique locations that today attract numerous leisure travelers. However, tourism development can lead to challenges such as alienation of local residents, degradation of the tourist experience, threats to cultural and heritage sites, and environmental damage. Tourism strategies typically aim to develop infrastructure and the environment, establish sustainable development patterns, manage tourism concentration, and focus on urban development (Stephen Page, 2019).

(26) Chris Newbold and Paul Kelly (2019)

According to Chris Newbold and Paul Kelly (2019), festivals form a vital segment of the event management industry, serving as social and cultural activities that enhance leadership and management skills. Social and cultural goods are economic terms referring to products and services for consumers, symbolizing subcultures and evoking memories among participants related to family, friends, rituals, and religious activities, thereby fostering community cohesion. Unlike tangible products, festivals offer intangible experiences and typically involve pooled financing and a shared skilled workforce for revenue generation. They are often designed to enhance and develop a city's image, involving artists, cultural sectors, airlines, hotels, transportation, restaurants, venues, and suppliers. Festival managers orchestrate these events with contributions from community groups, religious institutions, local authorities, central government, cultural and environmental organizations, and local entrepreneurs to generate business and prioritize community engagement. Key components of successful festival management include a focus on the primary structure, entertainment, budgeting and finance, production, marketing, security, box office management, and hospitality.

In their book "Principles of Festival Management," authors Chris Newbold and Paul Kelly (2019) explain that festival organizations rely on funding from profit-driven ventures,

including social entrepreneurs, venture capitalists, investments, financial institutions, and resources for managing operational costs. For non-profit experiences, such as charity events, the economic return on investments is absent. However, social creativity, though challenging to quantify, is considered a valuable return on investments. Non-financial returns, like the smiles and enjoyment of participants, are immeasurable over time but crucial for the ethos and motivation of businesses aiming to become commercial through art, culture, heritage, and social festivals. Festivals encompass art projects, workshops, exhibitions, and live performances, creating memorable spectacles. The activities of most cultural organizations depend on local authorities, funding agencies, and charities, which influence budgeting decisions.

Festival business planning involves internal and external evaluations that focus on property goals, people's entertainment, financial benefits, and intangible improvements for both the short and long term. The authors further detail successful festival operational planning, logistics, and management, which encompass artists, audiences, and related technical requirements across three main stages: planning, licensing, and management. Ensuring that the festival manager remains safe and happy, capable of handling inevitable stress and strains, is also emphasized. Operations management covers various aspects such as location, date, entrance, attendance, audience profile, event structure, management team roles, contacts, food and beverage, entertainment, maintenance, cleaning, licensing, and noise management within the event management industry.

Further operations management steps include crowd management, communication, traffic management, health and safety, fire risk management, police and security, risk management, incident management, vulnerable persons management, debriefing, and event review arrangements. Event management goals and objectives are described through the SMART theory, which stands for Specific, Measurable, Achievable, Realistic, and Time-constrained. Additionally, the development and introduction of group management stages theory are outlined as Forming, Storming, Norming, Performing, and Adjourning.

In the nineteenth-century event management industry, the marketing definition was explained through the AIDA model, which stands for Awareness, Interest, Desire, and Action. Modern marketing management processes focus on identifying, anticipating, and satisfying customer requirements. The approach to marketing products and services based on customer

desires involves conducting a marketing audit, performing market research, setting strategic marketing objectives, executing marketing tasks, using marketing tools, and engaging in monitoring and evaluation.

Evaluating marketing alternatives involves considering factors such as price, social and esteem factors, personal preferences, product quality, and features. Festival goers engage with the organization's marketing process, which includes product, price, place, promotion, people, process, and physical evidence. Market research strategy is governed by a code of conduct for researchers, which includes principles such as voluntary participation, adherence to professional and business rules, clear purpose and objectives for data collection, confidentiality of information, safeguarding the well-being of individuals, avoiding involvement in harmful activities, balancing individual needs with professional responsibilities, exercising independent judgement in design and reporting, ensuring staff training and qualifications, and maintaining professional integrity.

Festival management in the digital age significantly impacts technology in mass communication, particularly television, which developed towards the end of the nineteenth century to enhance media and human relations. The internet, emerging in the late nineteenth century as the World Wide Web, provides a free resource for art and culture, removing barriers of copyright, access, and ownership. This digital culture explores and celebrates pioneering spirits while engaging in current social debates.

The growth of the digital marketing media industry encompasses networking, power, and control, presenting new opportunities and challenges in entertainment. Key areas of digital marketing include websites, social media, and email hosting, with a focus on accessibility, website content, and mobile optimization. Event management marketing content may involve web writing, images, videos, audio, and visual branding. Social media platforms are pivotal for digital marketing, enabling online networking through daily posts, targeted messaging, hashtags, followers, influencers, local connections, brand ambassadors, online partnerships, signpost tools, email marketing, and digital public relations and communications.

The process involves steps such as marketing and audience research, setting aims and objectives, crafting messages, selecting channels, budgeting, scheduling, assembling a team, executing the campaign, and conducting evaluations to ensure successful digital marketing efforts (Chris Newbold, Paul Kelly, 2019).

(27) Evans, G (2020):

According to Evans, G. (2020), the phenomenon of mega-events has become normalized worldwide, serving as an honor for host nations to organize such international gatherings. Mega-events offer unparalleled media dissemination, providing global coverage for sports world cups. Historically, the Olympic Games stand as the first modern international event, paving the way for globalization and captivating audiences since the late eighteenth century. These events are typically hosted in major national capitals such as Madrid, London, Tokyo, Paris, Sydney, Toronto, and New York.

Hosting mega-events presents dual challenges for representatives: they must reflect the nation's legacy while attracting global media attention, international brands, tourists, and corporate sponsors. These events serve not only as a platform for showcasing national pride but also as a significant economic opportunity for the host country.

It is noteworthy that Expo trends present excellent opportunities globally. These events are organized in cost-effective locations, often in urban areas of developing countries and the largest, most populous cities to attract significant visitors and participants. Expos promote and raise awareness of both international and local cultures, fostering an environment where diverse ideas and creativity can thrive in public settings. However, some expos have failed to reach their target audience due to high ticket prices. A notable success was the Expo 2010 in China, which marked a milestone as one of the first such events hosted in a developing country, achieving significant participation and impact.

Mega-events significantly influence global climate change and foster new ways of communal living. They focus on three main areas: enhancing city-making capabilities, improving international urban living standards with advanced infrastructure and industries, and developing tourist attractions. Additionally, they address environmental growth and the impacts of climate change. The increasing competition for hosting mega-events has led to more intense negotiations, risk mitigation strategies, creative urban planning, and extensive bidding processes. For example, Waterfront Toronto has undertaken several projects to attract public interest and build a credible portfolio. Despite not yet hosting the Olympic Games, Waterfront Toronto continues to participate in bidding competitions and remains influential in policymaking and urban development (Evans, G, 2020).

(28) Chriss Cooper, 2020:

Chris Cooper (2020) highlights the significant economic impact of travel and tourism growth, sustainability, and flexibility worldwide. Tourism plays a crucial role in economic and social development, enhancing global prominence and supporting peace and poverty reduction in host countries. However, three major challenges need addressing: ensuring sustainable economic and social growth while managing security risks, understanding the nature of tourists, and maintaining product and supply availability. Additionally, technological advancements like the internet facilitate the tourism industry by enabling easy booking of airlines, hotels, transportation, food, and guiding services. Finally, tourism contributes to global peace, poverty alleviation, climate change mitigation, and decent work opportunities, which are essential for the industry's future growth and its role in global entertainment activities.

The history of tourism began in Asia with the organization of military administrations, religious festivals, and pilgrimages to mountains, rivers, and spiritual sites. Ancient Egyptians travelled for pleasure, festivals, and expeditions as early as BC times. During the Roman era, travel became more efficient with the construction of roads, the availability of hotels, museums, markets, and guides for visiting churches and monasteries. In the seventeenth and eighteenth centuries, the French, Germans, British, and Russians engaged in tourism and entertainment. From the late fifteenth century, the elite class started sending their sons abroad for higher education and exposure to global society, knowledge, and experience. Travel for scientific exploration increased in the eighteenth and nineteenth centuries, particularly among the upper classes. The tourism and technology industry revolutionized travel, making it more organized, accessible, faster, and safer.

Various destinations play a crucial role in the global success of the tourism industry. These destinations offer pleasure in remote locations, providing economic and social benefits through the experiences and networks of the organization. Analyzing tourist destinations often generates controversy regarding geographical boundaries and the implementation of management visions. Destinations feature both tangible and intangible spaces that meet tourists' needs, offering attractive natural views, perceptions, images, and memorable experiences. Key elements of destinations include attractions, amenities, access, and ancillary services, all contributing to the tourism experience. These elements encompass diverse cultural, social, economic, and environmental factors with various implications and impacts. Quality

components include cultural appreciation, inseparability of experiences, investments of time and money, fashion and trends, design and management, and the role of employees and destination management agencies.

The sustainability of tourism rests on four pillars: economic sustainability, social sustainability, environmental sustainability, and effective management. Financial contributions from tourism include industry stability, job creation, investments, tourism consumption, tax revenue generation, infrastructure development, bringing in foreign exchange or balancing payments, human tourism resources, and inflation control. However, tourism also has significant environmental consequences, affecting concentrated ecosystems and contributing to climate change. This impact includes effects on coastlines, tropical rainforests, air emissions, mountains, polar ecosystems, oceanic islands, and marine ecosystems (Cooper, 2021).

(29) Bonita M. Kolb (2022):

According to Bonita M. Kolb (2022), the event industry is categorized into three main sectors: hospitality, tourism, and event management. Hospitality management focuses on services related to food, beverages, lodging, dining, and guest services, including transportation, hotel management, restaurants, and advanced booking technologies. Tourism management requires government support and focuses on legislation and the creation of attractions such as historical sites, heritage promotions, nature sites, and logistical support for tourism. Event management adds an extra dimension to tourism by offering attractions for travelers and tourists, including mega-events, government events, corporate business events, and private events. These events encompass celebrations, education, enjoyment, and economic development.

There are four major types of events: Sports, Cultural, Heritage, and Environment.

(a) Sports events attract audiences and management to book their tickets, hotel, transportation, food,and participant arrangements.

(b) Cultural events are organised in the cultural venue to create potential, such as arts, religious, folk,and seasonal festivals.

(c) Heritage events are residents' traditions and historical connections that attract visitors, such as arts,crafting, location, and natural heritages.

(d) Environment events depend on the local and global trends to cover the overall activities

in multipleand international level communities.

To manage the environment for local communities and tourism, it is essential to foster economic and social development. Events play a central role by focusing on tourist attractions, natural and cultural organizations, ethnic and historical sites, shopping centers, universities, and religious activities. Both government and private sector support are crucial, including welcoming visitors, providing government facilities, and engaging civic groups. The business community's contributions also have significant economic, social, cultural, and technological impacts.

Both traditional and non-traditional venues, alongside aspects like lighting, sound, entertainment tours, catering, sustainability, security, health, staffing, and operations management, are fundamental in event planning. Additionally, the decision-making process, consumer purchasing behavior, and social media engagement are critical for evaluating event success. Effective segmentation strategies are necessary, considering visitors' demographics, psychographic attitudes, lifestyles, and geographic characteristics. Financial objectives, such as profit margins, budgeting, fund management, cost coverage, and internal and external support, are crucial for maximizing revenue. Marketing, promotion, branding, advertising, media management, and social responsibility also play significant roles in event features. Activities before, during, and after the event should be managed according to a comprehensive checklist and questionnaires (Bonita M. Kolb, 2022).

(30) Razak, Tahir, Rashid, (2022):

Razak, Tahir, and Rashid (2022) highlight that festivals and celebrations in local communities are gatherings held annually or periodically for traditional and religious functions, rituals, and special holy days. Historically, these events have deep roots in society's cultural and religious practices. In modern society, events have evolved to celebrate personal milestones such as anniversaries, weddings, birthday parties, housewarming parties, and other achievements. Historical and cultural themes are often used to organize annual events that attract audiences, create artistic impressions, meet social needs, and fulfill cultural requirements. These festivals and celebrations not only provide entertainment for residents but also attract international visitors and tourists.

Festivals significantly boost a city's economy and foster a sense of pride within local

host communities. Over the past decades, the nature of festivals has evolved, especially heritage and seasonal festivals, driven by commercial interests to increase business opportunities for local communities, develop their culture, and improve technical skills for event organization. Festivals celebrate and cherish their heritage, shared values, and cultural experiences, enhancing the leisure appreciation of the local community.

In the United Kingdom, the vibrant events management industry has charted a new course for society, particularly in exhibitions, music, sports, corporate events, and nightclubs. Over the last ten years, the UK hospitality industry has seen growth and increased employment, contributing significantly to the country's economy. This period also saw the introduction of the term MICE (Meetings, Incentives, Conferences, Exhibitions) in the event management industry. Globally recognized events and typologies include sporting events, corporate events, musical events, cultural events, commercial or business events, political or government events, personal or private events, leisure events, special events, charity events, community festivals, and religious events organized by local authorities.

Mega events offer nations a unique platform to showcase their culture and gain global attention. Over the past few decades, tourism hosting strategies have emphasized destination promotion and the skill development of event management organizers worldwide. Countries compete regionally to attract visitors by highlighting their geographical and cultural assets, shaping perceptions of their past, present, and future.

These events impact society in various ways, including social, economic, cultural, and environmental dimensions, leading to significant development and future benefits. Mega events and festivals provide substantial economic advantages for host nations by generating tax revenue, fostering business development, investing in infrastructure, boosting visitor expenditures, and creating employment opportunities. Promoting competitive tourist destinations through their cultural and heritage authenticity and uniqueness helps attract both visitors and local communities, enhancing the overall appeal and economic prosperity of these areas.

Moreover, event businesses can pose significant risks for new entrepreneurs, especially in the case of failure. However, these challenges also present opportunities to learn about the market's strengths and weaknesses. Common reasons for event management failures include entrepreneurs' lack of studies and experience, as well as a misreading of

market trends and requirements. Experiencing failure at an intermediate level can provide valuable lessons, helping entrepreneurs develop the attitudes and behaviors needed to implement effective business strategies.

Event management entrepreneurship strategies equip individuals with the experience and encouragement necessary to handle challenges and find solutions for critical situations before embarking on significant events. These experiences highlight both the advantages and disadvantages, helping entrepreneurs assess their capabilities, motivation, and experience. This preparation can reduce the risk of failure when starting new event management businesses or purchasing existing ones (Razak, Tahir, Rashid, 2022).

Chapter Summary:

In this chapter, the literature is reviewed both theoretically and chronologically, covering a wide range of topics under the umbrella of event management. These topics encompass management, strategic management, travel and tourism, hospitality, festivals, sports, economics, social and cultural aspects, heritage, environmental concerns, and various other private and public events. These events and their associated values and traditions hold significant importance for every nation, as highlighted by the referenced publishers and mentors.

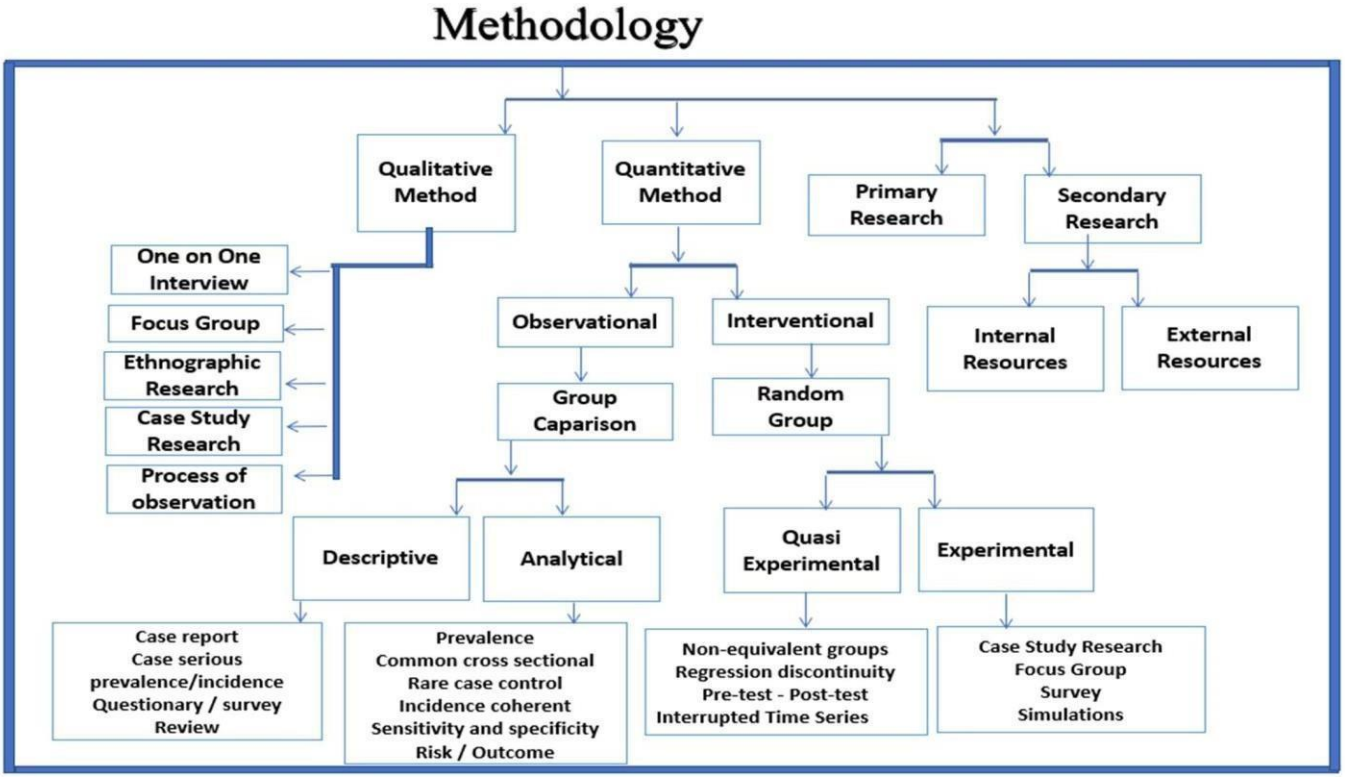
This literature not only addresses the values and beliefs associated with events but also delves into the quality, techniques, processes, standards, benchmarks, learning frameworks, leadership, and analytical skills necessary for successful event management. It emphasizes the role of event management literature in fostering entrepreneurship, creating jobs, providing entertainment, and boosting national income for countries and states. Moreover, it highlights the pride and honor that nations derive from promoting their culture, heritage, and traditions to achieve social and economic benefits. The literature reviewed outlines multiple stages and steps for evaluating the overall assessment and value of events.

The reviewed literature underscores the significance and value of the event management industry for society at individual, group, and governmental levels. The authors and publications highlight the modern world's requirements, the technical aspects of management, and the geographical and social strengths across different regions. These principles are being applied and implemented in Saudi Arabia, leveraging cultural and heritage potential for economic,

social, cultural, and environmental benefits through both short- and long-term investments. This approach plays a vital role in the development of rural areas, maximizing the utilization of geographical strengths to boost national income.

3.1.1 Research Methodology:

The research methodology outlines and designs a research study to systematically achieve goals and objectives, ensuring reliable outcomes. It employs practical techniques and tools consistent with both qualitative and quantitative data, forming a mixed-method approach for authentic results and findings. The methodology comprises four main steps: selecting a methodological approach, choosing suitable data collection methods, conducting data analysis, and evaluating the data according to the desired aims and objectives.



The research methodology flow chart provides a detailed explanation of the mixed methods approach, incorporating both qualitative and quantitative methods through primary and secondary research. According to the chart, qualitative methods utilize tools and techniques such as interviews, focus groups, ethnographic research, case studies, and observation. Conversely, the quantitative research method employs observational research for case studies, surveys, descriptive and analytical research, and interventional, random group research applied as quasi-experiments and other experimental designs.

Primary and secondary research sources are used to finalize reliable research outcomes and results. These outcomes provide a comprehensive picture and summarize the data to understand the ground-level reality and expectations according to the mixed methods approach. The detailed explanation of these methods, including sampling and actual results, is provided below.

3.1.2 Introduction:

In the Event Management industry, research methodology is crucial for understanding participants' opinions and the public's overall reactions, which helps analyze specific events and general market trends. For example, research aims to answer the 5Ws: who, what, where, when, and why, providing essential information accessible to researchers. This information is a vital part of any event organizing objective and background study. The event management industry in Saudi Arabia serves as an apt and relevant topic to assess its current status and future direction through a comprehensive research methodology.

3.1.3 Research Design:

In Event Management, research design outlines the structure for applying research methods and the proficiency required by a researcher. It involves the collection, interpretation, examination, and discussion of data. A robust research design ensures that researchers choose methods that are appropriate for their study’s objectives and outcomes. The event management industry is well-suited for data collection, evaluation, and analysis, employing various research design tools effectively. The major types of research design include experimental research design, correlational research design, descriptive research design, and explanatory research design.

3.1.4 Study Population:

The study population is a segment of the target population that participates in the event management industry. Researchers use sampling to assess the quality of entertainment and the number of performers at events. The size and interest level of attendees at mega-events, festivals, and cultural shows are crucial for understanding the event's success. The sample must represent the overall population to facilitate mathematical analysis and derive meaningful conclusions. Researchers focus on identifying a manageable sample that reflects the broader population's characteristics. In the event management industry, two primary types of study

populations are utilized: the target population and the accessible population. These classifications help streamline the research process and ensure the results are generalizable to the entire population of interest.

Saudi Arabia Geographic samples	
City	**Types of Events**
Riyadh	Riyadh seasons, tourist places, chain of entertainment events.
Jeddah	Educational, meetings, conferences and seminar events.
Eastern province season.	Cornish events, shows and exhibitions.
Taif season	Combination of Tourism, sports activities
Al-Diriyah season	Tourist places, national events, celebrations, Saudi culture and heritage
Sample Size	40 Event Management Companies in Saudi Arabia
Data Collection Method	Quantitative and Qualitative Methods

Five major cities, including Riyadh, Jeddah, eastern province, Taif season and Al-Diriyah, were selected in the sample population to study and select the people for evaluation to participate in multiple events, festivals, shows, and many other activities highlighted in this dissertation report. The sample data is divided into manycategories, such as gender-wise, age, education, profession, etc. These samples classifications are business toconsumer (B2C) and Business to Business (B2B), described below

(i) Business to Consumer (B2C):

In the event management field, the business-to-consumer (B2C) model involves selling services directly to the public, such as performances by artists, giveaways, memorable experiences, and entertainment activities, without any intermediaries. B2C has become particularly prominent in e-commerce and is highly valuable in event management, especially for selling tickets both online and at box offices. This model includes various selling points like booths, promotions, promoters, applications, websites, and other channels for distributing entry permits. The rapid growth of event management companies and their international marketing promotions, especially for mega-events, is largely due to the advancements in the B2C industry globally.

(ii) Business to Business (B2B) :

In event management, the Business-to-Business (B2B) model is crucial for establishing

relationships between companies. B2B refers to connections between businesses rather than direct interactions with consumers. B2B events involve business stakeholders and partners and can include conferences, award ceremonies, keynote speeches, roadshows, private parties, experiential seminars, trade shows, and government and political events. In the event management industry, B2B services and facilities are provided to top-level organizers, including subcontractors, suppliers, employees, entertainment, and marketing professionals.

3.1.5 Determination of Sample Size:

Determining sample size involves selecting the appropriate number of participants or units for statistical or mathematical analysis. This determination is critical in event management for any empirical study to achieve the study's goals and test hypotheses effectively. The sample size in a study is often influenced by the data collection process and must be large enough to ensure reliable statistical analysis. In the event management industry, studies typically use mixed samples, incorporating both qualitative and quantitative methods from the entire population. The sample size is chosen based on previous event experiences, targeted variance, collected sample data, and the researcher’s confidence level. The sampling formula used for this determination is provided below:

Formula n =N/(1+N(e2)) n = Size of sample

N = Total participants in events (Directly or indirectly)1 = 1 is constant

e = represents the error limit or margin of error. Examples at 5% or 0.05)

Sample Applied Formula:

$$n = \frac{5000}{1+(5000)(0.05)2}$$

= 370 (Only responded 200)

Note:

I contacted a total number of sample 370 participants outcome through the above formula, but only 200 responded and replied. The remaining 137 did not reply, so the total sample considered 200 participants and was contained as an original sample in this dissertation.

As explained above in the formula, the sample size is significant in dissertation research that handles primarydata through questionaries. The sample of this dissertation chose the population size that can be

provided with the query instead of the entire population. The estimated value of population sampling represents n as a total sample outcome through the formula, N represents the total selected population 5000 as a probability sampling, and e represents the error limit, or margin of error measurement considered 5%. Inthe final results, 200 responded participants broke up as explained below and analysed and applied in multipleways.

3.1.6 Sampling Techniques and Procedures:

There are various sampling techniques and procedures employed in the event management industry in Saudi Arabia. The primary goal of sampling is to create representative samples that reflect the characteristics of the entire population. In event management, it is crucial to select a sample that accurately represents all participants. Effective sampling techniques and procedures are applied under both qualitative and quantitative circumstances to ensure accurate results and achieve the research objectives.

Two practical approaches to selecting the data sampling, qualitative and quantitative, into further random andnon-random sampling adequately represent the target population in event management. Further researcher's argument in research methods and techniques process and procedures for each stage is small and significant for the researcher to pre-planning a quality research study as well as focus on a maximum quantity approachthrough data sampling. Below is the gender-wise sampling

Gender-wise and city-wise sampling							
Sample	**Gender**	**Riyadh**	**Jeddah**	**Eastern Region**	**Taif**	**Al-Diriyah**	**Total**
Gender	**Male**	38	30	24	16	32	**140**
	Female	16	14	8	12	10	**60**
	Total	**54**	**44**	**32**	**28**	**42**	**200**

The above chart shows that the event management industry, gender-wise in Saudi Arabia, primarily dominatesand participates in a male society compared with women. The researcher 70% focused on male participants, but women also have a significant and essential role in the entertainment community. Saudi Government always encourage women in business, freedom, social life, education, mega-events and each sector of life. Inthe young generation, both genders

are equally interested in participating in the event entertainment industryin Saudi Arabia.

Age-wise classification of Samples					
Age	**Frequency**	**Percentage**	**Valid Percentage**	**Cumulative Frequency**	**Cumulative Percentage**
Up to 20 years	24	12%	12%	24	12%
21 to 30 years	80	40%	40%	104	52%
31 to 40 Years	58	29%	29%	162	81%
41 to 50 Year	26	13%	13%	188	94%
51 to 60 Years	10	5%	5%	198	99%
Above 61 years	2	1%	1%	200	100%
Total	200	100%	100%		

As per the above chart, the young population is most interested in celebrations and participating in event activities. Teenagers are interested in events, but the twenty to forty generation is passionate about participants. More than fifty people are mostly religious to avoid these kinds of activities in Saudi Arabia, butfew of them still contribute to their attendance.

Event's Organizers Companies in Saudi Arabia				
Description Categories	**Event Types**	**Events Companies**	**Ratio**	**Sample**
Corporate events	Conferences, Networking Events,Trade shows, Exhibitions	44	20%	2.2
Sports Events	Tournaments, Champion trophies, Olympics, World cups	28	13%	1.4
Fundraising & Charity	Philanthropic enterprise, pledgecampaign	6	3%	0.3
Personal events & Parties	Birthday Parties, Themed Celebrations, Engagement Parties	68	32%	3.4
Award Ceremonies	Music Awards, Business Awards	5	2%	0.25
Festivals	Music, Film, Art, Community celebrations	17	8%	0.85
Weddings	Engagement ceremony, Marriage	47	22%	2.35
Total		**215**	**100%**	**10.75**

Event management companies in Saudi Arabia organise many public and private, small and big events for corporate culture, festivals, sports, heritage, customs, forts, palaces, etc. Many event management companiesorganise government events with financial and logistic support. Primarily event management companies workfor the government to achieve vision 2030 goals and objectives to change the country's social direction and environment.

3.1.7 Data Collection Method:

Data collection means collecting the participant's facts, figures, opinions, coverage, and events from multiple sources and methods in the event management industry. The event management organization's data collectionprocess and procedures are essential to appropriate and ground decisions from multiple spectators and audiences at various points. There are two major sources of data collection: primary and secondary data collection methods.

(1) Primary Data Collection:

Primary data collection in the event management industry involves gathering information from interviews, observations, surveys, case studies, experiments, and expert opinions. This method is crucial for obtaining significant data in research initiatives. For example, during an event visit, the primary goal is to estimate the number of participants and gather their opinions on the entertainment, artists, and performers. In the event management field, offline data collection methods are particularly effective, as they do not rely on internet connectivity.

(2) Secondary Data Collection:

The secondary data collection method involves gathering data that has already been collected and is available for further statistical analysis. In the event management industry, secondary data refers to information about participants collected by third parties. This data can come from various sources, including published and unpublished materials, textbooks, newspapers, websites, blogs, government records, and podcasts. Secondary research is a common practice in the event management industry, using scientific processes and procedures to derive outcomes and results for event participants.

Internal resources for secondary data collection in event management are generally valuable for researchers to manage studies and examine specific events and locations, helping to understand operational processes and procedures. This type of data collection provides insights into the event's competitive landscape, assesses marketing and advertising strategies used in past events, and enhances understanding of the most effective practices for achieving optimal event outcomes.

(3) Qualitative versus Quantitative Methods:

Two fundamental methods for data collection are qualitative and quantitative, and both are employed in the event management industry as mixed methods to satisfy the aims and

objectives of this dissertation report.

The main characteristics and elements of the qualitative research method in event management involve selecting representative samples from participants to understand the quality of the venue, arrangements, artist performance, and overall event entertainment. Qualitative outcomes and effects are subjective and not easily measurable.

Quantitative research, on the other hand, provides a detailed explanation and examination of participants' responses in numerical terms. The efficacy of quantitative research in event management relies heavily on the expertise and proficiency of researchers. However, the results may not always be dependable due to the subjective judgments and generalizations made by researchers to evaluate the population and participants' enthusiasm, as well as the number of attendees.

3.1.8 Data Collection Instruments:

Various data collection instruments in the event management industry are essential for thriving in study and research. In this field, these instruments are used to achieve outcomes through specific processes and tools in both quantitative and qualitative research.

Quantitative research tools in event management include surveys, questionnaires, observations, case studies, online research, and document studies. These tools help gather numerical data and provide statistical insights.

Qualitative research tools in event management encompass focus groups, expert opinions, interviews, social media analysis, observations, and ethnographic research. These tools are used to collect detailed and subjective data, offering deeper insights into participants' experiences and perceptions.

3.1.9 Procedures of Data Collection:

The data collection procedures in the event management field emphasize the meticulous collection and observation of information while adhering to data privacy and protection laws. To ensure the credibility and reliability of participant data, stringent data collection procedures are followed. This dissertation report highlights key considerations that may arise during the various stages of the data collection process. There are six critical steps for gathering and evaluating data in event management, each dependent on numerous factors.

Step 1: Identify issues and opportunities for data collection

Step2: Select issues and opportunities and set goals

Step 3: Plan an approach and data collection methods

Step4: Collect data

Step 5: Analyze and explain the data

Step 6: Act on outcomes

The event management industry in Saudi Arabia follows similar processes and steps. Key challenges, such as budget control, the introduction of quality entertainment, and the influence of liberalism, must be managed effectively. Both quantitative and qualitative methods are employed to collect data, which is then analyzed using various business theories, concepts, and models to derive meaningful outcomes (Brewerton & Millward, 2001).

3.1.10 Research Questions Customization:

In the introduction, the research questions are accompanied by hypotheses and a discussion of the fundamental issues within Saudi Arabia's event management industry. These questions encompass a wide range of topics, including problems, challenges, gaps, obstacles, economics, business, location, venue, benchmarks, and other issues. Additionally, the introduction addresses current trends, fashions, standards, guidelines, and methods for measuring the success of events.

We have generated the following questions to address these issues:

1. What are the significant gaps, opportunities and occasions in the event management industry inSaudi Arabia?

2. What are the primary challenges and obstacles faced by the event management industry in theSaudi Arabia market?

3. What is the impact of the event management industry on the country’s economy and business landscape?

4. How can modern fashion trends and international entertainment activities be introduced in Saudi Arabia?

5. What are the essential planning steps and procedures for successful event management?

6. What are the drawbacks and lack of professional skills and expertise in organizing

events?

7. What criteria should be considered when selecting a location for an event?
8. How to set an event management industry benchmark in Saudi Arabia? How to implementstandards and guidelines?
9. What marketing techniques and best practices does the Saudi government employ?
10. How can the success of an event be ensured, and what methods can be used to measure and compare that success?

The following research questions are customized in below five points.

1. Economic
2. Social
3. Cultural
4. Environment
5. Sustainable

1- Economic:

The event management industry has evolved into a professional and mature sector, encompassing aspects such as capital investment, economic growth, and profitable opportunities for both the state and private entrepreneurs. This industry significantly contributes to job creation, career development, and overall economic growth, while also facilitating ease of doing business and evaluating citizens' purchasing power. In the Kingdom of Saudi Arabia, research on the economic value of the event management industry employs both quantitative and qualitative methods to understand the perspectives of various participants, including audiences, employees, entrepreneurs, artists, and other stakeholders, in both business-to-business and business-to-consumer contexts.

2- Social:

The event management industry primarily focuses on organizing activities that foster social interaction within communities. In the Kingdom of Saudi Arabia, research in this area can provide insights into the current social status and future direction of the nation. This dissertation aims to evaluate and assess the Saudi Government's initiatives in motivating the

public and the entertainment industry to adopt global trends and fashions, facilitated by the engagement of the international entertainment industry. This research is instrumental in understanding local citizens' motivation and moral support for these changes, through participant views, comments, and ground-level activities, ultimately capturing the opinions of ordinary citizens.

3- Cultural:

Cultural background, heritage, and ethnic legacy play a crucial role in a country's tourism and event activities. In the Kingdom of Saudi Arabia, cultural activities are significantly influenced by the nation's Muslim legacy and historical religious background. Additionally, the country boasts various notable sites that are integral to Arab culture, traditions, and customs. The Saudi government aims to leverage these locations as strengths to organize events and activities, thereby promoting national pride and showcasing the nation's diversity.

4- Environment:

The event management industry establishes a vibrant environment within the country, setting the stage for festivals, events, sports competitions, corporate summits, and private activities nationwide. Saudi Arabia adheres to this global pattern, aiming to create a similar dynamic environment. This dissertation presents a valuable opportunity to evaluate and measure the environmental impact of these events through participants' opinions and mindsets.

5- Sustainable:

The event management and tourism industries hold significant economic, social, cultural, and environmental value. However, ensuring long-term survival and sustainability presents a critical challenge for administrators. In the Kingdom of Saudi Arabia, issues such as maintenance of locations, government support, public adaptability, and consistent acceptance of entertainment, as opposed to artificial control, are prevalent. This dissertation aims to explore the depth of the entertainment industry's roots through participants' opinions and mentors' insights, providing a clearer understanding of its current state and future potential.

The questions and research points outlined are crucial for comprehending the dynamics of Saudi Arabia's entertainment market, the challenges faced by administrators, and the obstacles encountered by the Saudi government. This dissertation will be invaluable for a wide

audience, including students, event management professionals, staff, the Saudi government, and other stakeholders, by providing insights and answers. This PhD report will offer a comprehensive overview, enabling a thorough review of the event management industry in Saudi Arabia.

3.1.11 Mixed Data Collection Methods

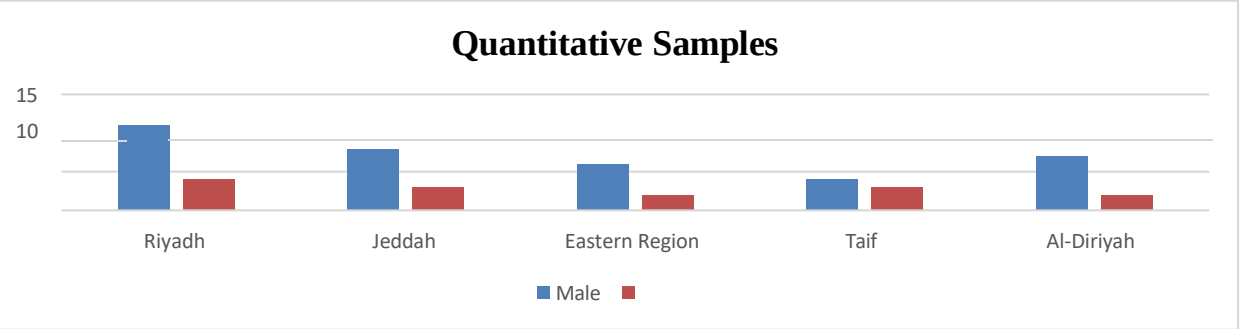
The term "mixed methods" refers to a research methodology that combines both quantitative and qualitative data within a single investigation or study. This approach is increasingly used in event management studies to provide a comprehensive understanding of various phenomena. Mixed methods are particularly effective in hybrid models within the event management industry, leveraging the strengths of both quantitative and qualitative research techniques. By integrating these methods, researchers can gather, analyze, and present a harmonious combination of data, leading to robust outcomes and insights. Mixed methods are especially valuable in exploring the cultural, economic, and social aspects of event management, offering a more extensive and detailed research strategy. This approach allows for a broader and more in-depth data collection process, ensuring comprehensive and accurate results.

3.2.1 Quantitative Research Method:

Quantitative research is crucial in the event management industry for implementing data collection and statistical analysis. This research method focuses on the ability to resolve numerical and mathematical results and outcomes. It involves various techniques such as observational studies, interventional studies, group comparisons, random group assignments, experiments, and analytical and descriptive methods. In the event management industry, quantitative research helps capture and analyze participants' engagement and the quality of entertainment, reflecting on the number of attendees and their experiences. This approach supports understanding and evaluating data collection and outcomes effectively. Below are the samples selected for quantitative research:

Data table, Chart, and Graphs:

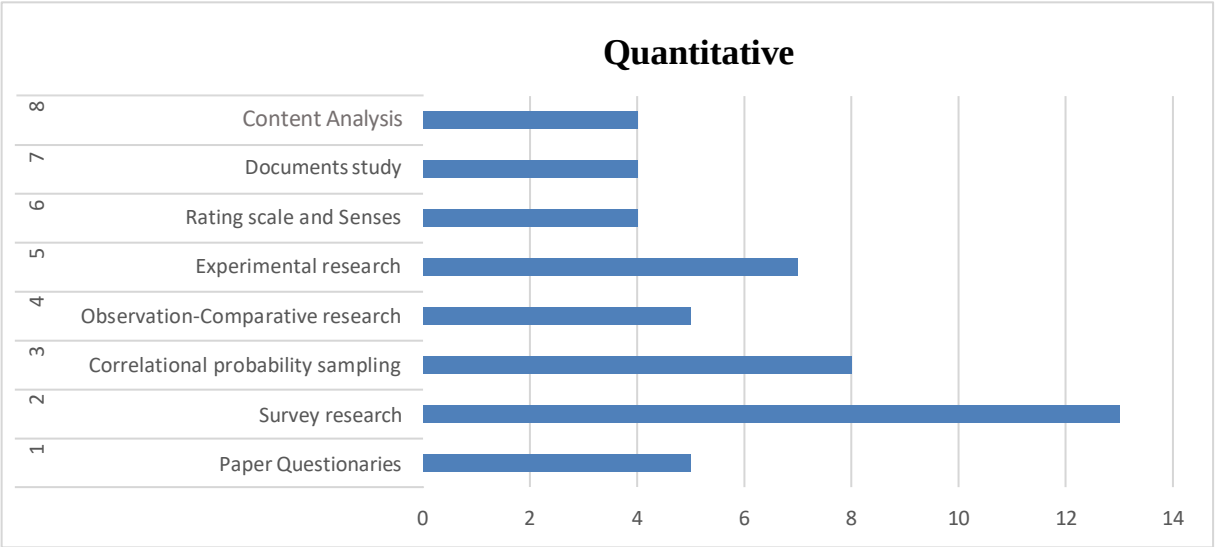
Quantitative Sampling							
Gender-wise and City Wise sampling							
Sample	**Gender**	**Riyadh**	**Jeddah**	**Eastern Region**	**Taif**	**Al-Diriyah**	**Total**
Gender	**Male**	22	16	12	8	14	**72**
	Female	8	6	4	6	4	**28**
	Total	**30**	**22**	**16**	**14**	**18**	**100**



Mixed methods are equally applicable in the event management industry, ensuring that data collection is balanced to accurately reflect participants' views and overall industry outcomes. Quantitative research techniques were implemented across five locations in Saudi Arabia, chosen based on the residents' interest and engagement levels in the entertainment sector. The following instruments were used in the quantitative research:

Data table, Chart, and Graphs:

Quantitative Research Methods							
S.N	**Quantitative Research instruments**	**Business-to-consumer(B2C)**			**Business-to-Business(B2B)**		
		Planning	**Actuals**	**Success**	**Planning**	**Actuals**	**Success**
1	Paper Questionaries	5	5	**100%**	5	5	**100%**
2	Survey research	13	13	**100%**	13	13	**100%**
3	Correlational probability sampling	8	8	**100%**	8	8	**100%**
4	Observation-Comparative research	5	5	**100%**	5	5	**100%**
5	Experimental research	7	7	**100%**	7	7	**100%**
6	Rating scale and Senses	4	4	**100%**	4	4	**100%**
7	Documents study	4	4	**100%**	4	4	**100%**
8	Content Analysis	4	4	**100%**	4	4	**100%**
Total		**50**	**50**		**50**	**50**	



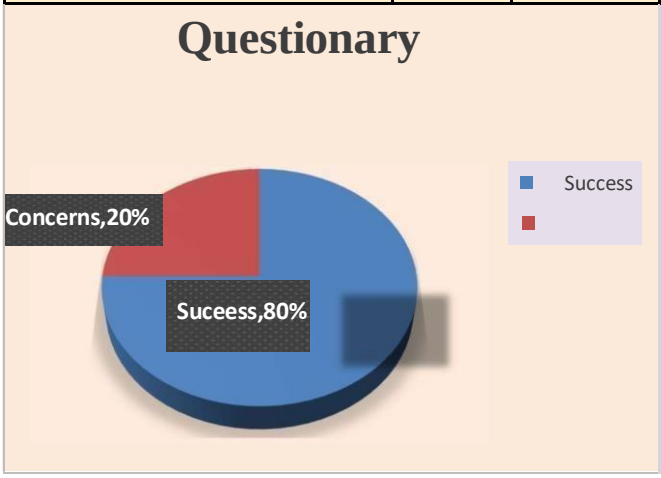
The sample is divided into two parts, Business to Consumer (B2B) and Business to Business, each fifty-sample coverage in this quantitative approach. Quantitative research instruments and tools are essential to understand the ground realities and outcomes to research the final analysis results. These research instrumentsare applied for multiple fifty samples, and all are achieved successfully in case a few participants did not respond but were replaced with other new participants to reach the planned numbers. The quantitative research instruments, including paper questionnaires survey research, correlational probability sampling, comparativeobservation research, experimental research, rating scale and senses, documents study, and content analysis, are applied in this dissertation to obtain through a systematic approach and research tools.

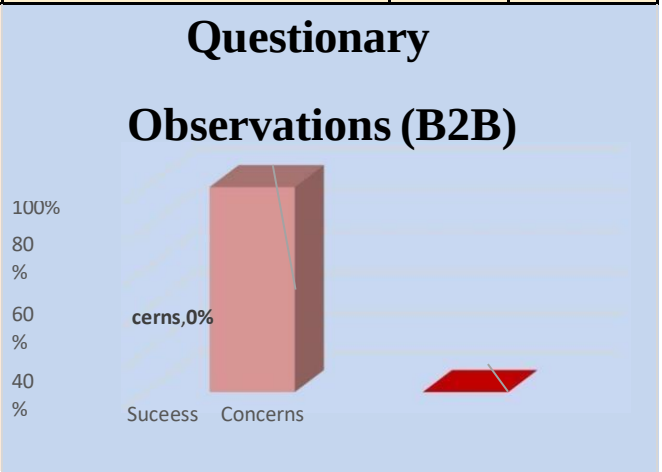
3.2.1 Paper Questionnaires:

Questionary observations are data-gathering procedures that utilize multiple sources to form a quantitative instrument. This instrument consists of a series of questions and prompts designed to elicit reactions from event participants about specific venues and event arrangements. In the context of quantitative research observation in event management in Saudi Arabia, the data collected must be consistent to ensure the reliability of participants' feedback and continuous entertainment outcomes. This involves designing audience samples, employing technological research for indoor venues, ensuring diversity with a mixed crowd, and achieving accurate results to review locations. Statistical analysis of artist performance and the use of various quantitative instruments are integral to obtaining the objectives of the research. Below is the sample planning and response chart with an explanatory diagram.

Data table, Pie chart, and Graphs:

Questionary Observations									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
5	**4**	**1**	**80%**	**20%**	**5**	**5**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		5	100%	0%	Economic		5	100%	0%
Social		5	70%	30%	Social		5	100%	0%
Cultural		5	100%	0%	Cultural		5	100%	0%
Environment		5	70%	30%	Environment		5	100%	0%
Sustainable		5	60%	40%	Sustainable		5	100%	0%
Total			**80%**	**20%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

Questionary observation research provides an unbiased view of ground-level realities, focusing on the participation and presence of both local and non-local citizens at events across Saudi Arabia. This method represents 10% of the population from 50 samples related to quantitative research, successfully collected through contacts and meetings. In public settings, questionnaire observations support the event management industry, with an 80% success rate (four out of five respondents) and 20% expressing concerns. Additionally, all five companies surveyed indicated a 100% success rate in future expectations. In the B2C industry, there is complete satisfaction in economic and cultural aspects, as well as a 100% success rate in B2B. However, some reservations exist regarding social, environmental, and sustainability aspects in Saudi Arabia's entertainment industry. Quantitative research aims to review the overall picture of attendees at various shows and events. The aggregate questionnaire observation across all segments in the research, including B2C, B2B, economic, social, cultural,

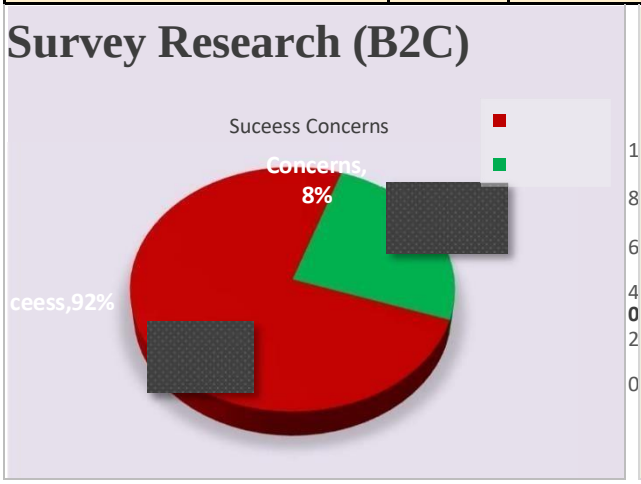
environmental, and sustainability types, shows 10% concerns and 90% success and support for the entertainment industry.

3.2.2 Survey research:

In the event research, surveys are a mixed-method approach, employing both quantitative and qualitative techniques to gather data by visiting event locations or venues. This method helps assess participant numbers, individual and group involvement, and pre-arranged data inquiries. Surveys in event management provide a practical and effective means to achieve detailed goals and objectives, covering venues and locations comprehensively. In Saudi Arabia, this method is efficient for rapid data collection, offering a standardized explanation of participants' opinions, attentiveness, and focus. Event surveys include inquiries or interviews with event administration staff, audience members, and place researchers, addressing participant quantity for both individuals and groups. Below is the sample planning and response chart with a diagram explanation.

Data table, Pie chart, and Graphs:

Survey Research									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
13	**12**	**1**	**92%**	**8%**	**13**	**13**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		13	100%	0%	Economic		13	100%	0%
Social		13	90%	10%	Social		13	100%	0%
Cultural		13	90%	10%	Cultural		13	100%	0%
Environment		13	90%	10%	Environment		13	100%	0%
Sustainable		13	90%	10%	Sustainable		13	100%	0%
Total			**92%**	**8%**	**Total**			**100%**	**0%**





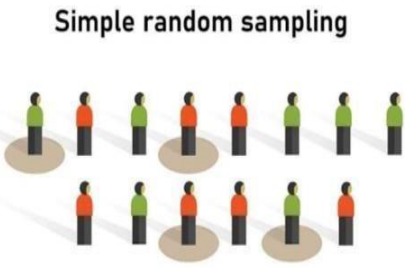
Synthesis and interpretation:

The event management industry is best evaluated through surveys of venues and locations to gather detailed information about large population activities and participant experiences. In this dissertation, 26% of the quantitative research samples were dedicated to the survey method. Of these, 91% (12 out of 13 participants) expressed favorable opinions towards the growth and success of the event management industry in public surveys. Additionally, companies surveyed were 100% supportive of the event management industry across Saudi Arabia. The survey approach also utilized online resources, social media, multiple websites, and internet contacts. Overall, survey research covering all segments, including B2C, B2B, economic, social, cultural, environmental, and sustainability aspects, showed 4% concerns out of 26 samples and a 96% success rate in favor of the entertainment industry.

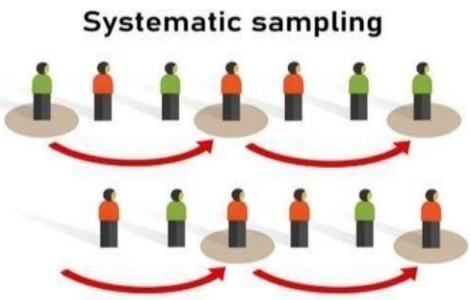
3.2.3 Correlational Probability Sampling:

Probability sampling is a key component of the quantitative research method, involving the random selection of data to obtain statistical estimations from event participants. This method aligns with the aims and objectives of socio-economic and demographic research by randomly excluding certain demographic and socio-economic data. The process ensures a representative sample, which is essential for forecasting and understanding participant behavior in the event management industry. Three primary types of probability sampling are utilized in this industry to review quantitative research methodology (Brus, D. & Heuvelink, G, 2011).

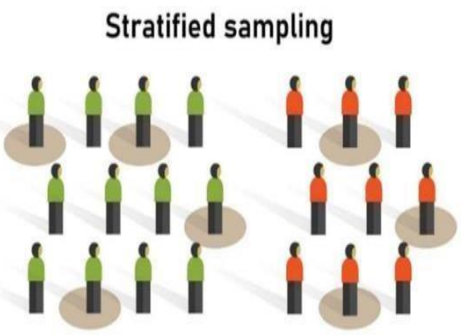
(a) Simple random sampling: In this method, event participant sampling is from a larger population audience in which a subgroup of individuals are selected randomly to review probability outcomes and results. This method used in events to select the sample is an unbiased component of other multiplex sampling methods.



(b) Systematic random sampling: Systematic random sampling is a quantitative statistical method that chooses the component from a systematic sampling method. This systematic random demographic method targeted randomly in the ordered sampling out of a few numbersselected odd and even sequenced from the venue or location where the event or festival was



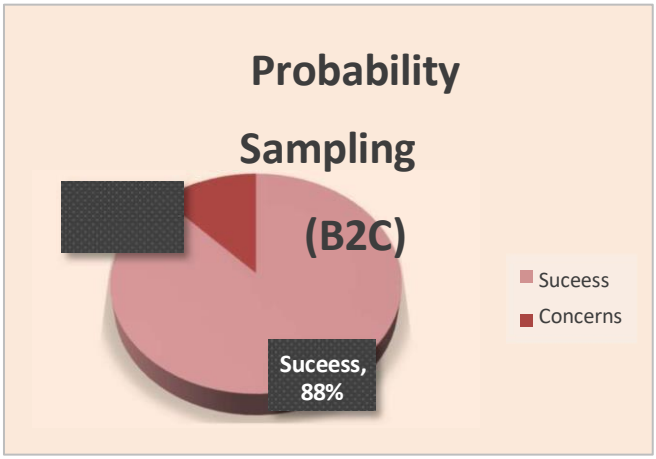
organized.

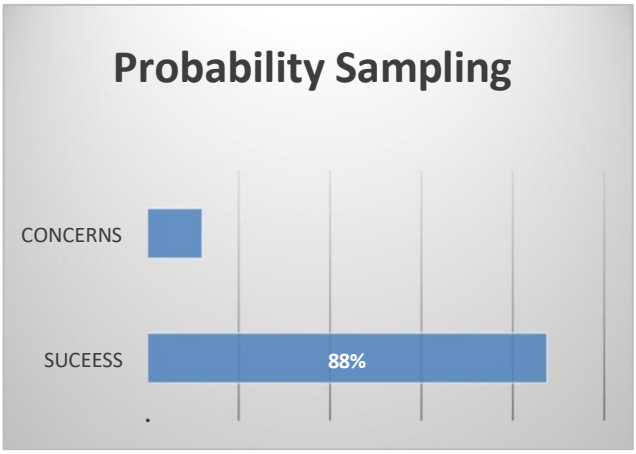


(c) Stratified random sampling -Stratified random sampling is a method to target and approach every single person in an event or festival from a particular venue or location, individual or Group of the chosen audience and participants, while generating a stratified sample including genders, age, profession, students and other work within a particular event management industry. Below is the sample planning and responsechart with a diagram explanation.

Data table, Pie chart, and Graphs:

Probability Sampling									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
8	**7**	**1**	**88%**	**12%**	**8**	**7**	**1**	**88%**	**12%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		8	100%	0%	Economic		8	100%	0%
Social		8	80%	20%	Social		8	80%	20%
Cultural		8	90%	10%	Cultural		8	90%	10%
Environment		8	90%	10%	Environment		8	90%	10%
Sustainable		8	80%	20%	Sustainable		8	80%	20%
Total			**88%**	**12%**	**Total**			**88%**	**12%**





Synthesis and interpretation:

Probability sampling in the event management industry is an effective data collection method used in public venues and by event management companies. This quantitative research

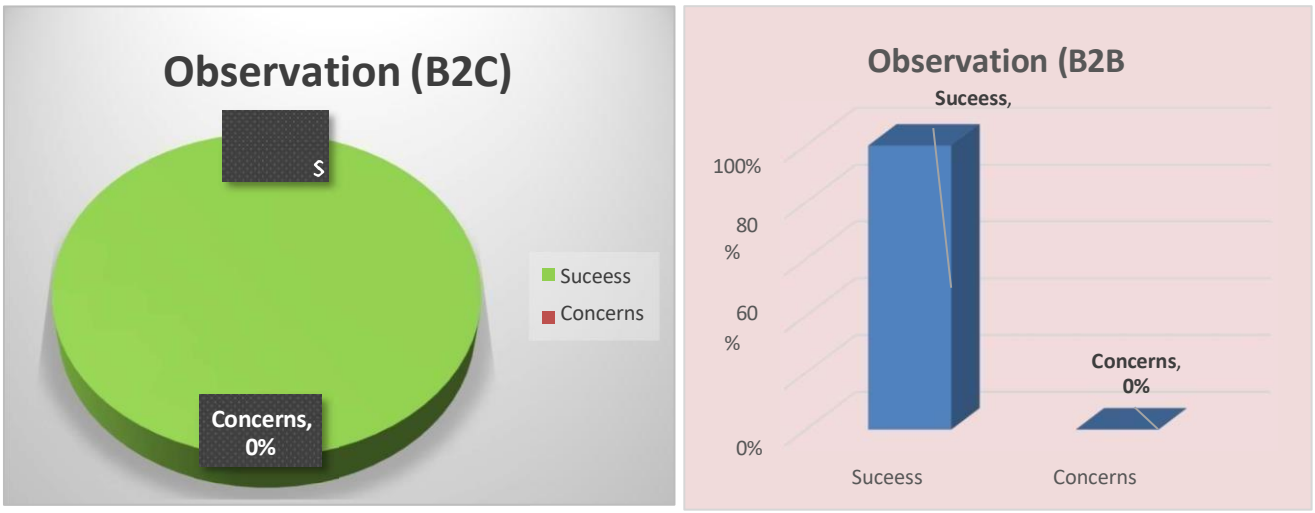
method involved 50 samples in both the B2C and B2B categories, with 8 samples taken from each. The results showed an 88% success rate and acceptability level, with 7 out of 8 participants in favor and only one expressing concerns on both sides. Overall, the aggregated sampling research across all segments—B2C, B2B, economic, social, cultural, environmental, and sustainable—indicated a 12% concern rate out of 16 samples, with an 88% success rate favoring the entertainment industry.

3.2.4 Observation-Comparative Research:

The quantitative approach to partial research in observation necessitates gathering data that can be clustered and communicated arithmetically to develop ground-level research in the event management industry. This method estimates samples using statistics and quantification within the venue to obtain observations from participants. This approach is suitable for objectives or experiences that can be accurately discovered and measured. However, data gathering by analysts in the events industry involves a process. At the design level, experience typically focuses on quantitative data aiming at social nature objectives. The event business, entrepreneurship, operations, and finance sectors often study quantitative data forecasting and gather significant quantitative data from the event management industry. Below is the sample planning and response chart with a diagram explanation.

Data table, Pie chart, and Graphs:

Observation-Comparative research									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
5	**5**	**0**	**100%**	**0%**	**5**	**5**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		5	100%	0%	Economic		5	100%	0%
Social		5	100%	0%	Social		5	100%	0%
Cultural		5	100%	0%	Cultural		5	100%	0%
Environment		5	100%	0%	Environment		5	100%	0%
Sustainable		5	100%	0%	Sustainable		5	100%	0%
Total			**100%**	**0%**	**Total**			**100%**	**0%**



Synthesis and interpretation:

Observation comparative research in the event management industry provides valuable insights from ground-level data collection, enabling a comprehensive review of public opinion and event management companies. This quantitative research method sampled 50 participants from both B2C and B2B categories, selecting 5 samples from each. The results showed a 100% success rate and acceptability level in both categories, with no disagreement or concerns from the public or event management stakeholders. Overall, the aggregated observation research across all segments, including B2C, B2B, economic, social, cultural, environmental, and sustainable factors, indicated zero concerns out of 10 samples and a 100% success rate in favor of the entertainment industry.

3.2.5 Experimental research

Experimental research is a critical component of the quantitative research method, aimed at understanding public opinion through precise sampling techniques using pairs or sets of variables within the event management industry. This type of research collects essential data to enable researchers to make informed decisions and apply deeper experimental methods. These sub-methods in experimental research assist in verifying variable changes by manipulating the controlled variables. Experimental research methods are particularly well-suited for studies in the event management industry (Flannelly & Jankowski, 2018).

(a) Pre-experimental Research Design:

Pre-Experience Design
One Group After only
Two Groups after only
One Group before and after

The pre-experimental research method offers a straightforward sampling design for assessment in the event management industry. This approach typically involves no control group, focusing on a single subject group, a static group comparison, or multiple groups of dependent variables representing event participants. Subsequent treatments are applied and observed to determine their potential impact on public opinion.

(b) Quasi-experimental Research Design:

Quasi Experiments Designs
Separate samples pretest posttest
Two groups before and after
Interrupted time serious
Multiple time serious

The quasi-experimental research design method in the event management industry represents an intermediate approach between advanced and actual experimental research. However, it does not produce the same results as the latter since participants are not chosen randomly. Instead, this method employs systematic processes and procedures, such as time series testing and equalized design, to analyze the variables or researchers involved.

(c) True Experimental Research Design:

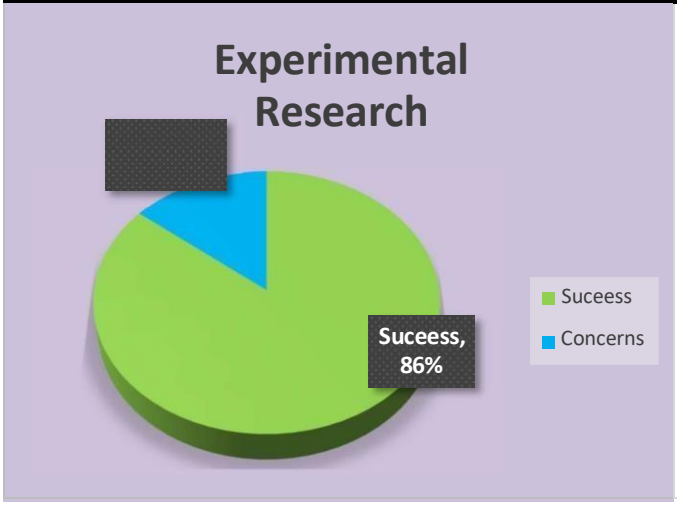
True Experiments Designs
Two groups after only
Two groups before and after
Two groups, two before & four after

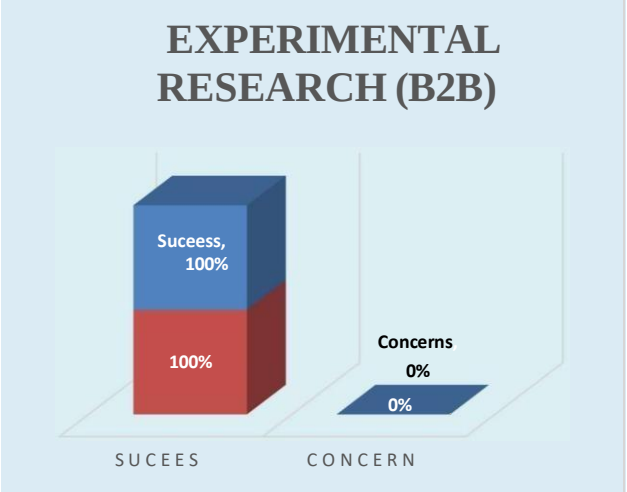
Quasi-experimental research design in the event management industry involves conducting studies to accept or reject hypotheses concerning event participants. This method is precise and resilient, using experimental designs that include at least two randomly selected dependent variables for the Control Group and random sampling contributions for further correlation. The design includes achievement or outcome control group design, separate pretest-posttest groups, interrupted time series, and multiple time series designs. Below is the

sample planning and response chart with a diagram explanation.

Data table, Pie chart, and Graphs:

Observation-Comparative research									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
7	**6**	**1**	**86%**	**14%**	**7**	**7**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		7	100%	0%	Economic		7	100%	0%
Social		7	80%	20%	Social		7	100%	0%
Cultural		7	80%	20%	Cultural		7	100%	0%
Environment		7	100%	0%	Environment		7	100%	0%
Sustainable		7	70%	30%	Sustainable		7	100%	0%
Total			**86%**	**14%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

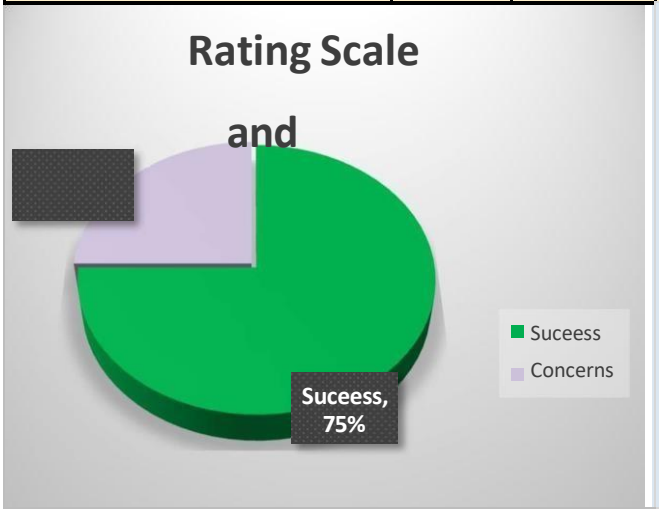
In the event management industry in Saudi Arabia, experimental research design is crucial for understanding the realities of the situation and performing statistical analysis of outcomes. This research shows that 86% of the open public favor the events culture, while there is a 100% success rate within the business and administration community in favor of event management growth and rapid development. These research experiments, which include pre, quasi, and true experiments, assess event participants and stakeholders. Overall, the aggregation of experimental research across all segments, including B2C, B2B, economic, social, cultural, environmental, and sustainable types, reveals a 7% concern rate out of 14 samples and a 93% success rate in favor of the entertainment industry.

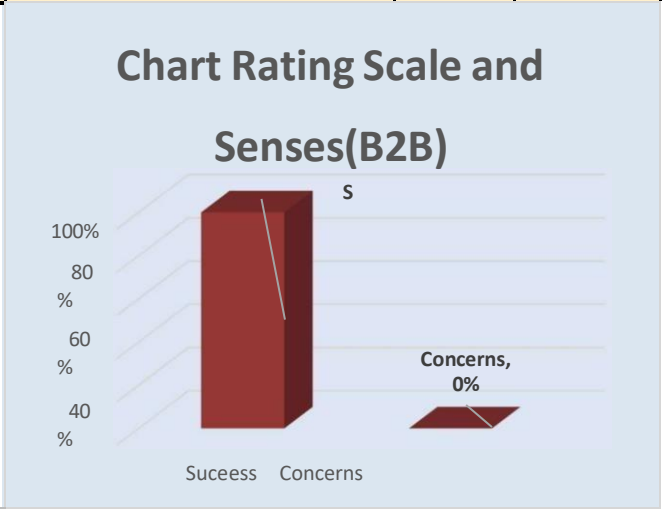
3.2.6 Rating Scale and Senses

The quantitative method also uses rating scales for research about data gathering manually from person to person instead of depending on the modern technologies process and ways, especially from mentors increasingly provocation their infrastructure and development. A vital essential quantitative method is the census has two crucial first data gathering from each single event participant in the event of the selected original population after study and research rather than selecting a sample from the overall population. Secondly, numeration and tale for each and everything as part of population item in the selection for the quantitative data gathering from the entire population is studies and research elaborations from the participant's point of view every single person. Below is the sample planning and response chart with a diagram explanation.

Data table, Pie chart, and Graphs:

Rating Scale and Senses									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
4	**3**	**1**	**75%**	**25%**	**4**	**4**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		4	100%	0%	Economic		4	100%	0%
Social		4	60%	40%	Social		4	100%	0%
Cultural		4	80%	20%	Cultural		4	100%	0%
Environment		4	75%	25%	Environment		4	100%	0%
Sustainable		4	60%	40%	Sustainable		4	100%	0%
Total			**75%**	**25%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

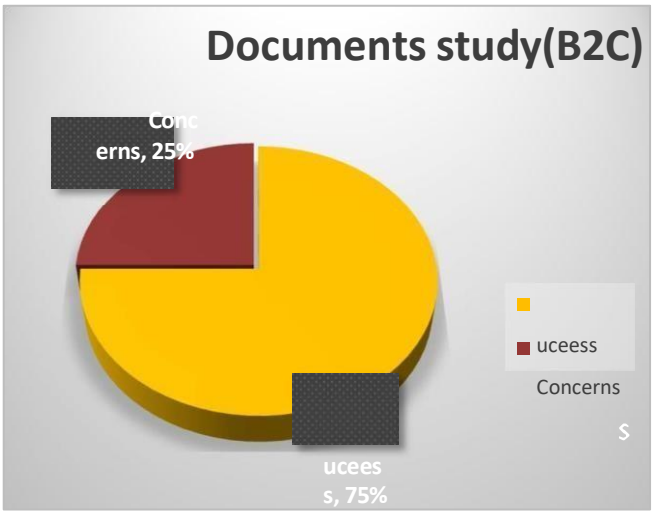
Quantitative research in the event management industry in Saudi Arabia, utilizing rating scales and census research design, aims to understand the ground realities of events through statistical analysis. This research indicates that the open public has a 75% favorable response towards events and festivals culture. Conversely, there is a 100% success rate in the business and administration community, supporting the growth and rapid development of event management. The overall conclusion shows that the economic, social, and cultural values of events have more than 85% support through experiential research techniques and procedures. Aggregated experimental research across all segments, including B2C, B2B, economic, social, cultural, environmental, and sustainable types, reveals 13% concerns out of 8 samples and an 87% success rate in favor of the entertainment industry.

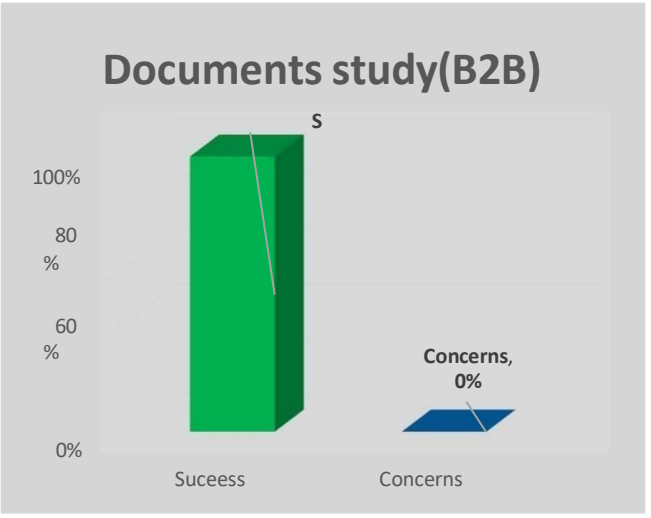
3.2.7 Documents study

In the quantitative research method, document study and reviews are essential for understanding the development and business opportunities in the event management industry in Saudi Arabia. This method involves assessing and appraising various documents, including books, newspapers, public records, personal documents, articles, case studies, government reports, and scholars' opinions. These sources provide participant statistics and numbers, which are then evaluated and analyzed through specific processes and procedures to derive comparable research outcomes and insights. The focus is on understanding the inflow and outflow movements in document analysis concerning participants. The document study in the events industry considers the nature and type of documents, their content, and outlines for examination. Below is the sample planning and response chart with a diagram explanation.

Data table, Pie chart, and Graphs:

Documents study									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
4	**3**	**1**	**75%**	**25%**	**4**	**4**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		4	100%	0%	Economic		4	100%	0%
Social		4	60%	40%	Social		4	100%	0%
Cultural		4	80%	20%	Cultural		4	100%	0%
Environment		4	75%	25%	Environment		4	100%	0%
Sustainable		4	60%	40%	Sustainable		4	100%	0%
Total			**75%**	**25%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

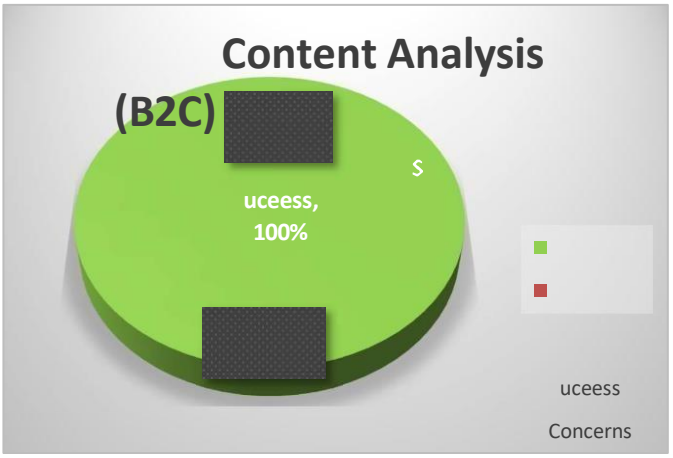
Documents study research in the event management industry offers valuable insights from data collection and analysis to understand public opinion and the perspectives of event management companies. This quantitative research method involved 50 samples in both B2C and B2B categories, with 4 samples selected from each category. In the Business to Customer (B2C) segment, there was a 75% success rate, with 25% of participants (one person out of four) expressing concerns. Conversely, in the Business to Business (B2B) segment, none of the company's stakeholders expressed concerns, resulting in a 100% success rate. Overall, the document study research of all segments, including B2C, B2B, economic, social, cultural, environmental, and sustainable types, showed 13% concerns out of 8 samples and an 87% success rate, favoring the entertainment industry.

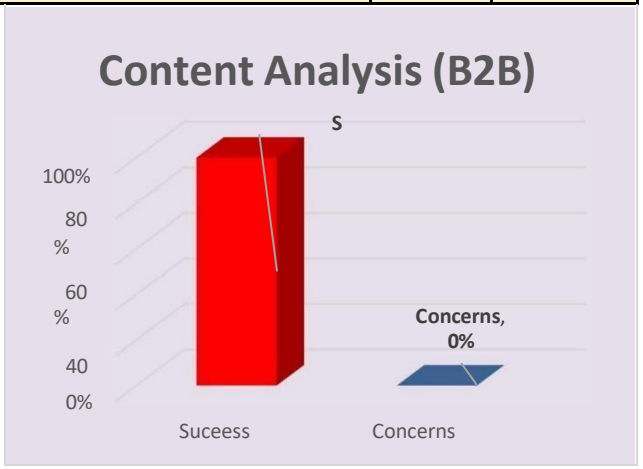
3.2.8 Content Analysis

Content analysis is a quantitative research method and descriptive data technique well-suited for the event management industry. It involves studying documents, pictures, audio, video, communications, and texts, automating the labeling, and analyzing visual or aural material and artifacts. This method systematically uses social phenomena experiences and survey answers through scientific analysis. Content analysis helps record words and event themes in narratives to identify reporting patterns. The research processes for event participants and audiences involve establishing a theoretically sustainable hypothesis, recognizing and sampling content, implementing systematic coding, testing for variability and robustness, and conducting analysis. Below is the sample planning and response chart with a diagram explanation.

Data Table, Pie chart, and Graphs:

Content Analysis									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
4	**4**	**0**	**100%**	**0%**	**4**	**4**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		4	100%	0%	Economic		4	100%	0%
Social		4	100%	0%	Social		4	100%	0%
Cultural		4	100%	0%	Cultural		4	100%	0%
Environment		4	100%	0%	Environment		4	100%	0%
Sustainable		4	100%	0%	Sustainable		4	100%	0%
Total			**100%**	**0%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

Content analysis comparative research in the event management industry offers valuable insights through data collection to understand public opinions and industry practices. This quantitative research method included 50 samples each from B2C and B2B categories, with 4 samples selected from each. The results showed a 100% success rate and acceptability in both categories, with no disagreements or concerns from either the public or event management stakeholders. An overall aggregation of content analysis research across all segments, including B2C, B2B, economic, social, cultural, environmental, and sustainable types, yielded zero concerns out of 8 samples, affirming a 100% success rate and strong support for the entertainment industry.

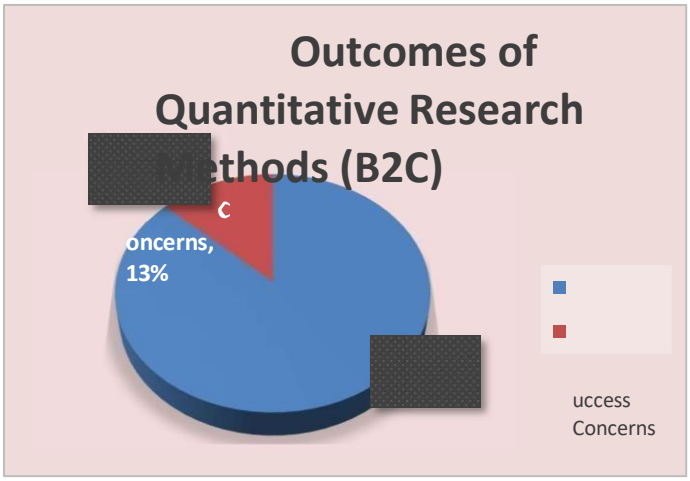
3.2.9 Summary of Quantitative Research Outcomes:

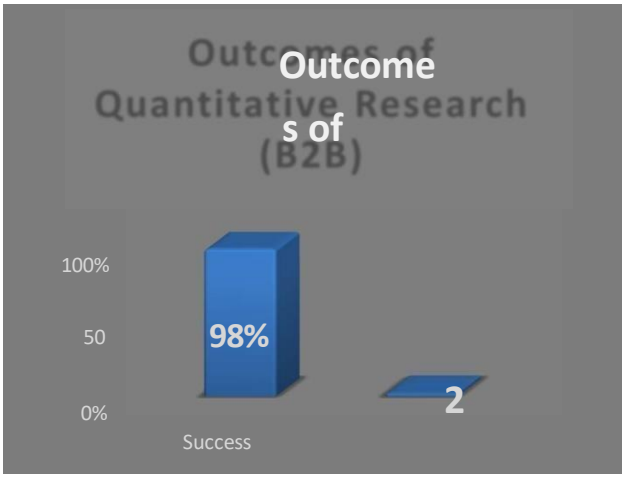
The research outcomes are impressive and transparent, achieved through a systematic process utilizing the quantitative research method and various instruments to gather numerical

data. This dissertation report, based on hypothesis testing, provides insights into the success and concerns of the public and event organizer companies in Saudi Arabia. The research compared planning numbers with actual responses, initially targeting 100 participants from both the public and business communities. Although some did not respond, the research successfully met its target by including additional participants to obtain accurate results and outcomes. Below is a diagram and chart illustrating the actual research numbers compared to the planning numbers.

Data Table, Pie chart, and Graphs:

Quantitative Research Methods							
S.N	Quantitative Research instruments	Business-to-consumer (B2C)			Business-to-Business (B2B)		
		Planning	Actuals	Success	Planning	Actuals	Success
1	Paper Quanstionaries	5	4	**80%**	5	5	**100%**
2	Survey research	13	12	**92%**	13	13	**100%**
3	Correlational probability sampling	8	7	**88%**	8	7	**88%**
4	Observation-Comparative research	5	5	**100%**	5	5	**100%**
5	Experimental research	7	6	**86%**	7	7	**100%**
6	Rating scale and Senses	4	3	**75%**	4	4	**100%**
7	Documents study	4	3	**75%**	4	4	**100%**
8	Content Analysis	4	4	**100%**	4	4	**100%**
Total		**50**	**44**	**87%**	**50**	**49**	**98%**





Synthesis and interpretation:

In this dissertation, 50 Business-to-Consumer (B2C) samples were collected, achieving a complete response rate. The results show that 87% of participants, or 44 out of 50, are in favor of event management culture, promotion, and growth. Conversely, 13% of participants, or 6 out of 50, expressed concerns and are against the event management industry. This

indicates a trend towards liberalism in society, cultural promotion, and increasing global participation, reflecting the concept of a global village.

Similarly, 50 Business-to-Business (B2B) samples were collected, with a 98% success rate. This translates to 49 out of 50 participants supporting the event management industry, while only 2% (1 participant) expressed concerns. These findings highlight the strong acceptance and outstanding outcomes within the business community.

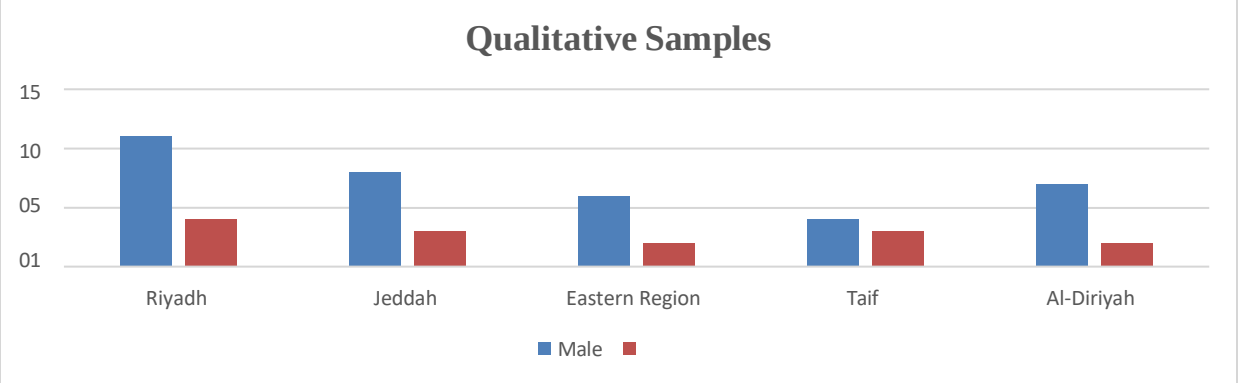
Overall, the results and public opinion are overwhelmingly positive, indicating a bright future for the events culture in Saudi Arabia. The combined success rate from both business-to-consumer (B2C) and business-to-business (B2B) samples is 93%. Out of 100 samples, 93 participants favor the event management industry, while only seven express concerns. These findings reveal excellent business opportunities, a market vacuum, gaps in mega events, and significant potential for investment in new entertainment activities in Saudi Arabia.

3.3.1 Qualitative Research Method:

The qualitative research method collects substantial data from a relatively small sample within the event management industry. This approach focuses on understanding human behavior from an interpretive standpoint, allowing for an in-depth analysis of participants' conditions, behaviors, and attitudes. The primary goal is to gain detailed insights into specific issues. Techniques used in this method include interviews, grounded theory studies, observations, focus groups, surveys, ethnographic research, historical studies, narrative reports, website visitor analysis, and content analysis.

Data table, Chart, and Graphs:

Qualitative Samples							
Sample	**Gender**	**Riyadh**	**Jeddah**	**Eastern Region**	**Taif**	**Al-Diriyah**	**Total**
Gender	**Male**	22	16	12	8	14	**72**
	Female	8	6	4	6	4	**28**
	Total	**30**	**22**	**16**	**14**	**18**	**100**

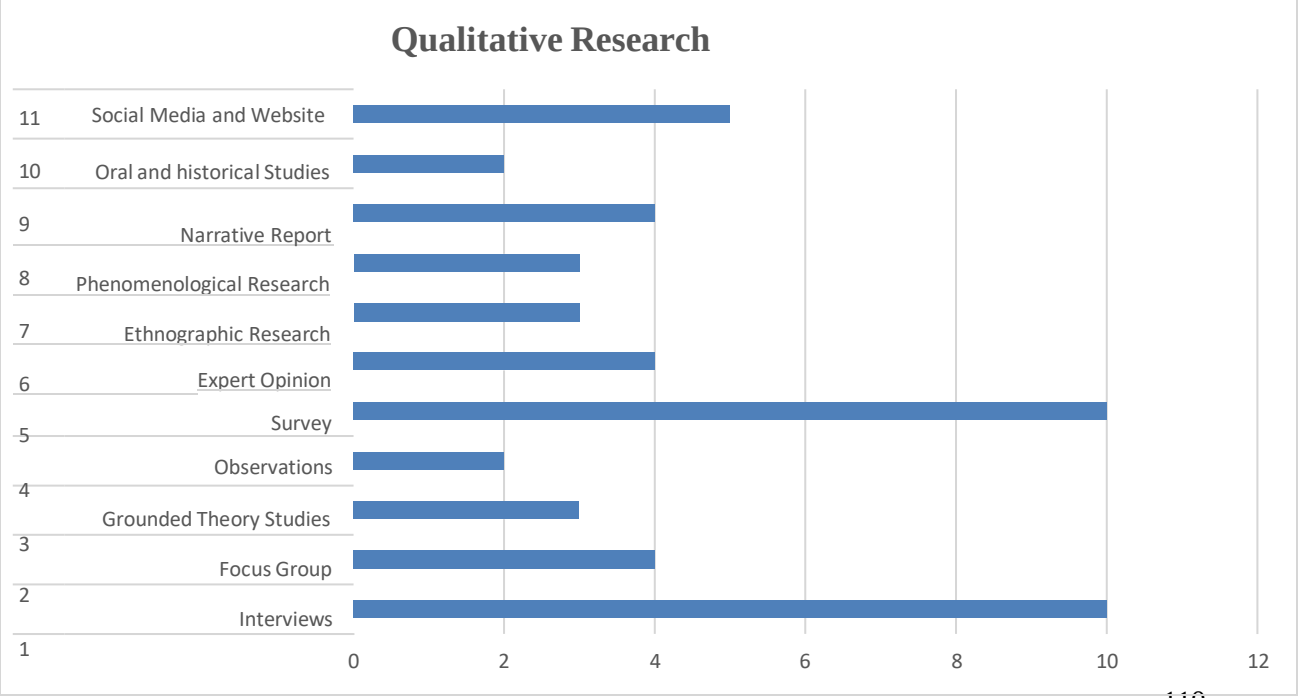


Synthesis and interpretation:

Qualitative research methods are also extensively utilized in the event management industry. Data collection is systematically divided to gather participants' opinions and comments, allowing for a comprehensive understanding of the quality of entertainment and events in Saudi Arabia. The qualitative data collection instruments were deployed in various Saudi Arabian cities, chosen based on their population size and social, cultural, and economic interest in the entertainment sector. Below are some examples of data-gathering instruments used in qualitative research:

Data table, Chart, and Graphs:

Qualitative Research Methods							
S.N	**Qualitative Research instruments**	**Business-to-consumer (B2C)**			**Business-to-Business (B2B)**		
		Plan	**Actuals**	**Response**	**Plan**	**Actuals**	**Response**
1	Interviews	10	10	**100%**	10	10	**100%**
2	Focus Group	4	4	**100%**	4	4	**100%**
3	Grounded Theory Studies	3	3	**100%**	3	3	**100%**
4	Observations	2	2	**100%**	2	2	**100%**
5	Survey	10	10	**100%**	10	10	**100%**
6	Expert Opinion	4	4	**100%**	4	4	**100%**
7	Ethnographic Research	3	3	**100%**	3	3	**100%**
8	Phenomenological Research	3	3	**100%**	3	3	**100%**
9	Narrative Report	4	4	**100%**	4	4	**100%**
10	Oral and Historical Studies	2	2	**100%**	2	2	**100%**
11	Social Media and Website	5	5	**100%**	5	5	**100%**
Total		**50**	**50**		**50**	**50**	



Synthesis and interpretation:

Qualitative research method samples are divided into two categories: Business to Consumer (B2C) and Business to Business (B2B), each encompassing 50 samples. Utilizing qualitative research instruments and tools is crucial for obtaining insights into the quality of entertainment and analyzing participants' attitudes and behaviors. These instruments were thoroughly applied, yielding successful results. In cases where a few participants did not respond, they were replaced with new participants to ensure the planned sample numbers were reached.

3.3.1 Interviews:

Interviews with participants and audiences in the event management industry are a vital and highly trusted component of qualitative data collection methods. This research method involves direct discussions with individuals or groups, conducted one-on-one either publicly or administratively. The interviews aim to deeply understand individuals' beliefs, behaviors, emotions, experiences, and viewpoints, providing highly personalized and unbiased information. These interviews can be categorized into three main types: telephone interviews, face-to-face interviews, and Computer-Assisted Personal Interviewing (CAPI). These methods are employed in the event management industry to focus in-depth on participants' perspectives and gather comprehensive data.

(a) Telephone Interviews: Telephone interviews are an effective method of data collection in the event management industry. They offer significant control and flexibility, allowing for audio and video interviews with event participants, audiences, administration, company employees, and other stakeholders. Utilizing various applications and online calling platforms, telephone interviews facilitate comprehensive data gathering and insights.

(b) Face-to-face interviews: Face-to-face interviews have proven to be the most effective data-gathering technique for engaging with event participants. This method enhances data quality by allowing interviewers to ask questions and explore informative opportunities while capturing non-verbal cues and uncovering complex and nuanced issues. However, it can be costly and time-consuming, especially when participants are located far away.

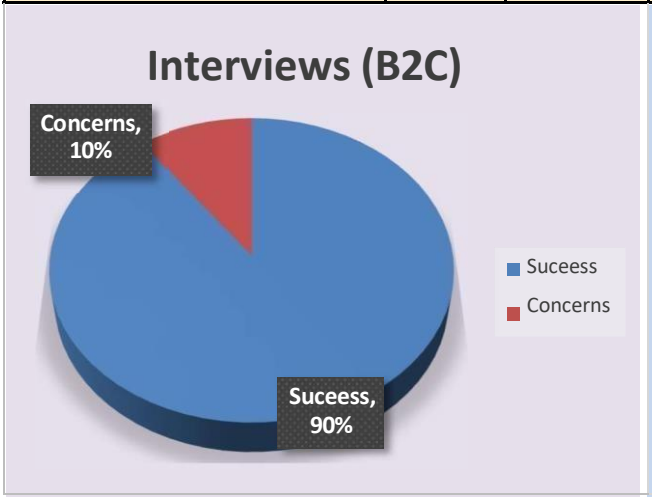
(c) Computer-Assisted Personal Interviewing: Computer-assisted personal interviews (CAPI) closely resemble face-to-face interviews but involve the use of a computer or portable

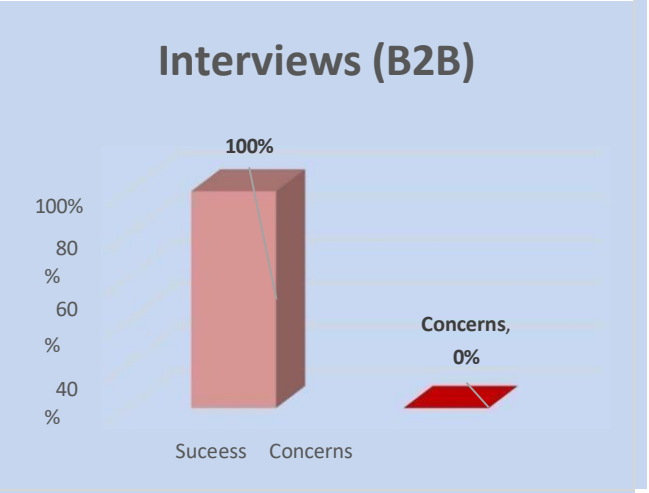
device during the interview. This method allows interviewers to generate and upload data directly into a database in real-time, eliminating the need for carrying booklets of questionnaires or documents. This approach enhances efficiency and data accuracy in the event management industry.

Interviews as a qualitative research method are a vital source of data collection and reliable resource for finalizing this dissertation report on the event management industry in Saudi Arabia. The chart below outlines the sample planning and responses, providing a visual explanation of the gathered data and participant feedback

Data Table, Pie chart, and Graphs:

Interviews									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
10	**9**	**1**	**90%**	**10%**	**10**	**10**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		10	100%	0%	Economic		10	100%	0%
Social		10	90%	10%	Social		10	100%	0%
Cultural		10	100%	0%	Cultural		10	100%	0%
Environment		10	90%	10%	Environment		10	100%	0%
Sustainable		10	70%	30%	Sustainable		10	100%	0%
Total			**90%**	**10%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

Interviews research in the event management industry provides valuable insights and direct, reliable data collection from the open public and event management companies. This qualitative research method involved 50 samples each from B2C and B2B categories, focusing

on 10 out of the total samples for detailed analysis.

Business to Consumer (B2C):

- Success Rate: 90%
- Concerns: 10% (1 out of 10 participants expressed concerns)

Business to Business (B2B):

- Success Rate: 100%
- Concerns: 0% (No stakeholders expressed concerns)

Overall Aggregation:

The overall aggregation of content analysis research, covering all segments including B2C, B2B, economic, social, cultural, environmental, and sustainable types, showed:

- Concerns: 0% out of 8 samples
- Success Rate: 100% in favor of the entertainment industry

Interviews research:

Combining all segments (B2C, B2B, economic, social, cultural, environmental, and sustainable types), the interviews revealed.

- Concerns: 5% out of 20 samples
- Success Rate: 95% in favor of the entertainment industry

These results indicate a highly favorable outlook for the event management industry in Saudi Arabia, with minimal concerns and a strong endorsement from both business customers and industry stakeholders.

3.3.2 Focus Groups

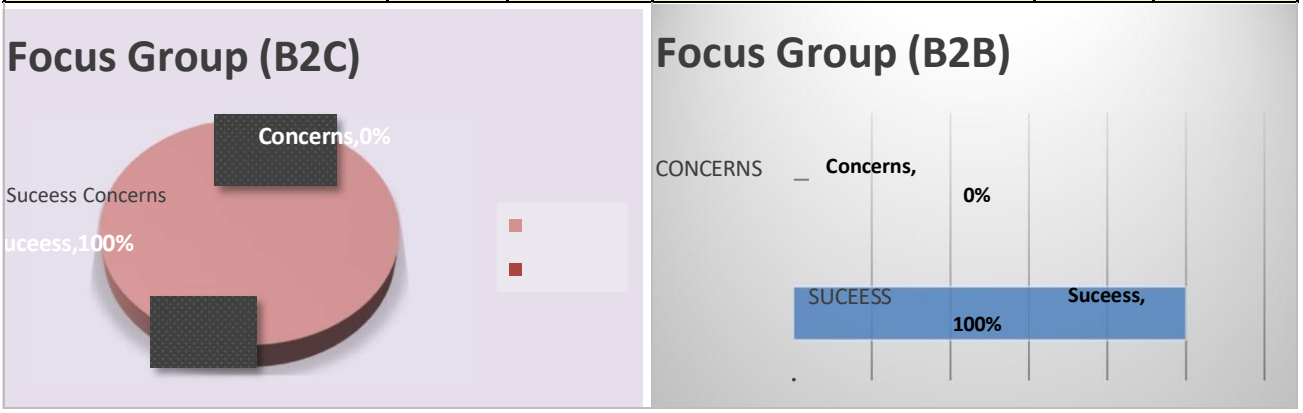
Focus group research is often utilized as a qualitative research approach to delve deeply into understanding the social and behavioral attitudes and manners of event participants in Saudi Arabia. The aim of this method is to gather detailed insights by selecting a group of individuals rather than using random sampling from the overall population. Typically, focus groups consist of eight to ten participants, chosen based on the researcher’s conditions.

In focus group research, event participants are fully authorized to express their opinions openly. They can agree or disagree with each other’s viewpoints and provide critical feedback on event cultures and activities. This method allows for a comprehensive exploration of participants' perspectives, leading to a richer understanding of the social dynamics and attitudes

towards event management in Saudi Arabia.

Data Table, Pie chart, and Graphs:

Focus Group									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
4	**4**	**0**	**100%**	**0%**	**4**	**4**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		4	100%	0%	Economic		4	100%	0%
Social		4	100%	0%	Social		4	100%	0%
Cultural		4	100%	0%	Cultural		4	100%	0%
Environment		4	100%	0%	Environment		4	100%	0%
Sustainable		4	100%	0%	Sustainable		4	100%	0%
Total			**100%**	**0%**	**Total**			**100%**	**0%**



Synthesis and interpretation:

In the event management industry in Saudi Arabia, qualitative research through focus group design helps to understand the realities on the ground from both public and administrative perspectives. This method enables detailed analysis of statistical outcomes and provides insights into the cultural acceptance of events and festivals. The research shows a 100% success rate, with all four public samples favoring event and festival culture. Similarly, the business and administration communities also demonstrate a 100% success rate in supporting event management growth and rapid development.

Overall, the focus group research across all segments—B2C, B2B, economic, social, cultural, environmental, and sustainable—indicates unanimous support for the entertainment industry, with no concerns raised out of the eight samples. This unanimous positive response underscores the robust acceptance and promising future of the event management industry in Saudi Arabia.

3.3.3 Grounded Theory Studies:

Grounded theory, or field research, is a vital component of qualitative research. This method focuses on observing, interacting with, and understanding specific regions, sites, venues, and locations, as well as the activities and behaviors of participants in their natural environments. The goal is to gather data on actual, rather than artificial, circumstances and settings.

Additionally, grounded theory involves developing theories and hypotheses based on empirical evidence gathered from participants. In the event management industry, this approach entails close communication between the event management team, administrative staff, and the public. Observing and engaging with participants allows researchers to gather valuable insights and appreciate human behavior and manners in their natural contexts and during specific activities.

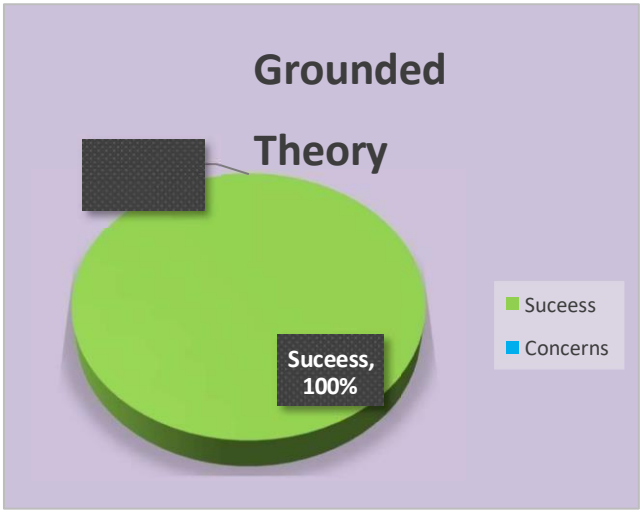
In the event management industry in Saudi Arabia, grounded theory deviates from the conventional scientific framework by selecting a subset theoretical model, formulating one or more hypotheses, and gathering data to evaluate the validity and reliability of these assumptions. Unlike other qualitative methods, grounded theory is often compared to, and sometimes criticized by, participants or audiences for its different perspectives and approaches. Qualitative researchers using grounded theory may employ methods such as storytelling, ethnography, and detailed portrayal to gain a deeper understanding of participants' experiences and behaviors.

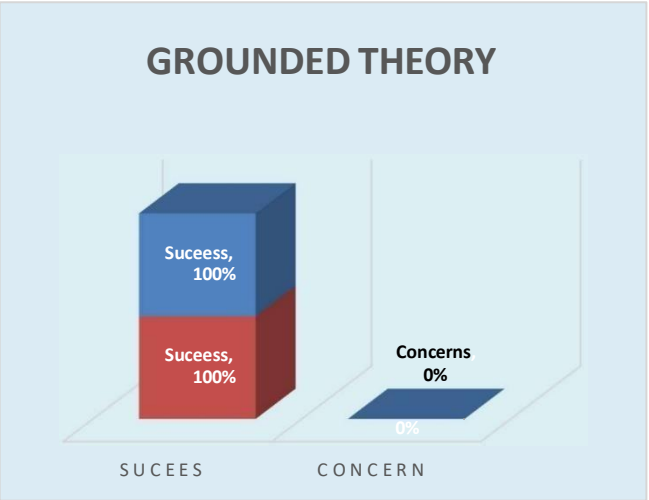
Below is the sample planning and response chart with a diagram explanation.

This approach ensures a comprehensive analysis of participants' views and behaviors, providing valuable insights into the effectiveness and reception of event management practices in Saudi Arabia.

Data Table, Pie chart, and Graphs:

Grounded Theory Studies									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
3	**3**	**0**	**100%**	**0%**	**3**	**3**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		3	100%	0%	Economic		3	100%	0%
Social		3	100%	0%	Social		3	100%	0%
Cultural		3	100%	0%	Cultural		3	100%	0%
Environment		3	100%	0%	Environment		3	100%	0%
Sustainable		3	100%	0%	Sustainable		3	100%	0%
Total			**100%**	**0%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

In the event management industry in Saudi Arabia, qualitative research using grounded theory studies aims to understand the real-life implications and perceptions of events from the public and event organizers. Grounded theory studies within the Business to Consumer (B2C) sector showed a 100% success rate, favoring events in all three samples. Similarly, within the Business to Business (B2B) sector, there was a 100% success rate among event management companies, supporting business growth and advancement in the industry.

Overall, grounded theory research across all segments, including B2C, B2B, economic, social, cultural, environmental, and sustainable aspects, showed zero concerns out of six samples, reflecting a 100% success rate and strong support for the entertainment industry.

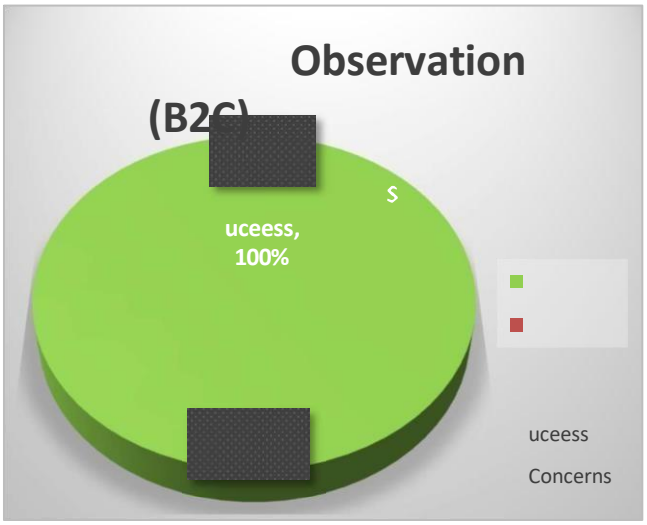
3.3.4 Observations:

Observation is a highly professional and intellectual method of data gathering and analysis, which involves visiting participants at events. As a traditional qualitative data-gathering approach, observation employs illustrative and descriptive narrative data by observing participants and their practices at events or in their natural surroundings. Observations and actions, such as specific information observations, can be conducted conspicuously or discreetly. For in-depth understanding, researchers often become participants themselves to be accepted and to feel part of the social process being observed.

This method includes using various techniques like videos, audio recordings, pictures, and physical items such as memorabilia and imagery. There are two primary types of observation in the qualitative method: covert and overt. Covert observation is when participants are unaware that they are being observed, allowing for an unbiased collection of data about events. Overt observation is when participants are aware that they are being studied, which can include observing artists and performers to understand their environment. Below is the sample planning and response chart with a diagram explanation.

Data Table, Pie chart, and Graphs:

Observations									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
2	**2**	**0**	**100%**	**0%**	**2**	**2**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		2	100%	0%	Economic		2	100%	0%
Social		2	100%	0%	Social		2	100%	0%
Cultural		2	100%	0%	Cultural		2	100%	0%
Environment		2	100%	0%	Environment		2	100%	0%
Sustainable		2	100%	0%	Sustainable		2	100%	0%
Total			**100%**	**0%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

In the event management industry in Saudi Arabia, qualitative research through observation design helps to understand the public's and event organizers' perspectives through statistical analysis. This research demonstrates that the event management industry in Saudi Arabia has a 100% success rate, with all participants favoring the growth and technological development of the industry. This study includes two samples from both Business to Consumer (B2C) and Business to Business (B2B) categories. An overall aggregation of observations across all segments—economic, social, cultural, environmental, and sustainable—shows that there are zero concerns out of four samples, reflecting a 100% success rate and strong support for the entertainment industry.

3.3.5 Survey:

In qualitative research, questionnaires and surveys are essential tools for developing hypotheses and gathering data within the event management industry framework. The aim is to create a comprehensive checklist of participants and event attendees for research purposes. As a researcher, I visited various venues and sites, participated as an audience member in different entertainment segments, and observed the quality of events, public satisfaction, entertainment standards, feedback from the public and administration, food and beverage offerings, and the overall level of public amusement. Professional questionnaires were created and included in this dissertation to measure qualitative data through multiple surveys. These surveys aimed to capture participants' responses to provide valuable and credible insights into the event management industry opportunities in Saudi Arabia. Below are the two types of surveys used in qualitative methods for event participants.

(a) Paper surveys

In primary and traditional qualitative research, paper questionnaires are typically used to collect data from event attendees. These surveys consist of key questions that allow respondents to provide detailed information in their own words, expressing their thoughts and perspectives.

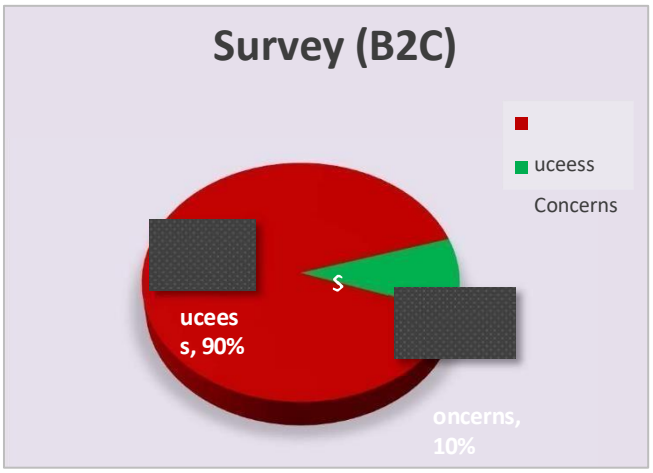
(b) Online surveys

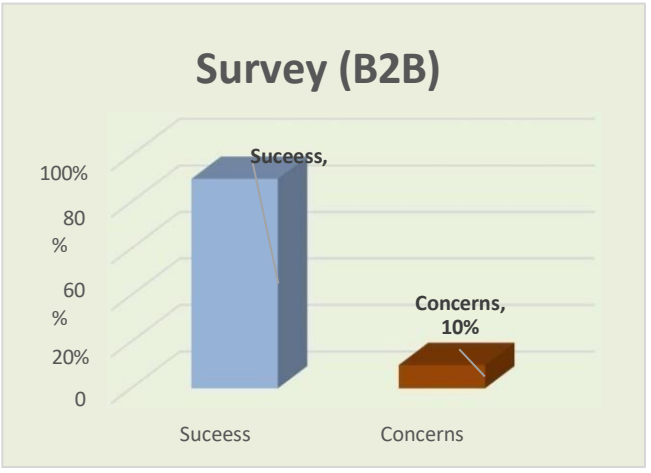
In survey research, the online method or internet survey involves using various websites, applications, articles, emails, and other reliable online data sources. This approach is highly effective for gathering qualitative data and fulfilling survey requirements in the event management industry.

Both paper and online surveys are crucial for conducting comprehensive qualitative research. In this dissertation, both methods were employed to ensure a thorough data collection process. The results and outcomes of the administered professional questionnaires are presented below, along with the sample planning and response chart and a diagram explanation.

Data Table, Pie chart, and Graphs:

Survey									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
10	**9**	**1**	**90%**	**10%**	**10**	**9**	**1**	**90%**	**10%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		10	100%	0%	Economic		10	100%	0%
Social		10	100%	0%	Social		10	80%	20%
Cultural		10	80%	20%	Cultural		10	80%	20%
Environment		10	100%	0%	Environment		10	100%	0%
Sustainable		10	70%	30%	Sustainable		10	90%	10%
Total			**90%**	**10%**	**Total**			**90%**	**10%**





Synthesis and interpretation:

The event management industry is best evaluated through surveys conducted at venues and locations to deeply understand ground-level activities and gather information from a large population of participants. In this dissertation, 20 percent of the data was collected using the survey method from fifty samples for the qualitative research approach. The survey results showed a 90 percent success rate, with 9 out of 10 participants expressing favorable opinions about the growth and success of the event management industry in public surveys. Similarly, companies surveyed also showed a 90 percent favorability towards the event management industry across Saudi Arabia from a qualitative perspective.

The overall aggregated observations from all segments in my research, including B2C, B2B, economic, social, cultural, environmental, and sustainable categories, revealed that 10% of the samples expressed concerns, while 90% indicated a success rate and favor towards the entertainment industry.

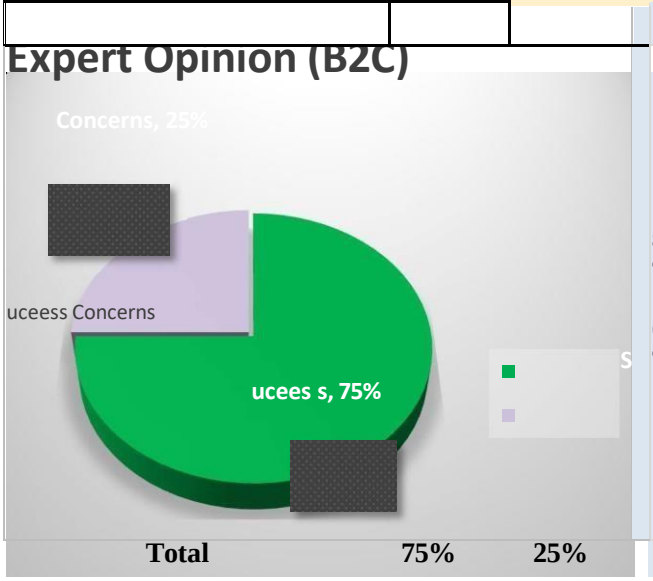
3.3.6 Expert opinion:

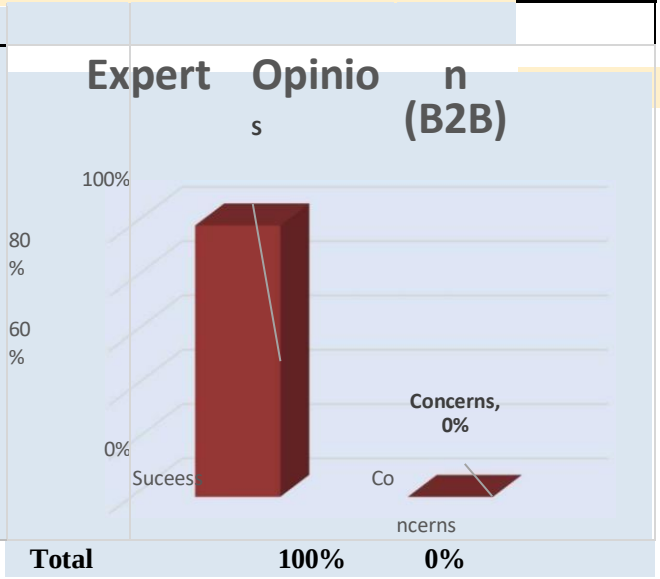
Expert opinions regarding Saudi Arabia's event management industry play a crucial role in qualitative evaluations through data collection techniques. These opinions provide scientific views or comments on various aspects such as venue decoration, food and beverage services, guest management, artist performance, and the overall quality of entertainment. They are perceived to be very reliable sources of detailed information. The selection of expert opinions involves comparison and evaluation, often verified through cross-experimentation. The frequent qualitative analysis of experts' and scholars' opinions, combined with practical ground-level practices, enriches the qualitative research analysis in the event management

industry in Saudi Arabia. Below is the sample planning and response chart with a diagram explanation.

Data Table, Pie chart, and Graphs:

Expert Opinion									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
4	**3**	**1**	**75%**	**25%**	**4**	**4**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		4	100%	0%	Economic		4	100%	0%
Social		4	70%	30%	Social		4	100%	0%
Cultural		4	70%	30%	Cultural		4	100%	0%
Environment		4	75%	25%	Environment		4	100%	0%
Sustainable		4	60%	40%	Sustainable		4	100%	0%





Total		**75%**	**25%**	
Total		**100%**	**0%**	

Synthesis and interpretation:

Expert opinion in the event management industry serves as a valuable source of data collection in public spaces and among event management companies. This qualitative research method included 50 samples each from B2C and B2B categories, selecting 4 samples from each. The success rate was 75%, with an acceptability level indicating that 3 out of 4 participants were in favor, while 1 expressed concerns on both sides. Overall, the aggregation of expert opinions across all segments in my research, including B2C, B2B, economic, social, cultural, environmental, and sustainable types, shows 12% concerns out of 8 samples and an 88% success rate, favoring the event management industry.

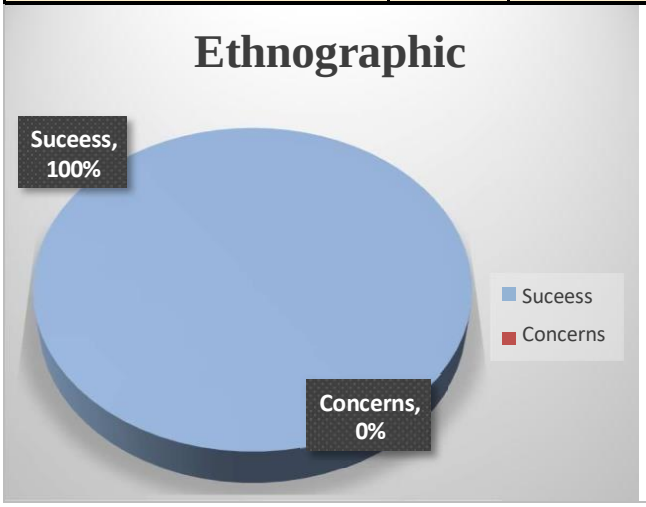
3.3.7 Ethnographic Research

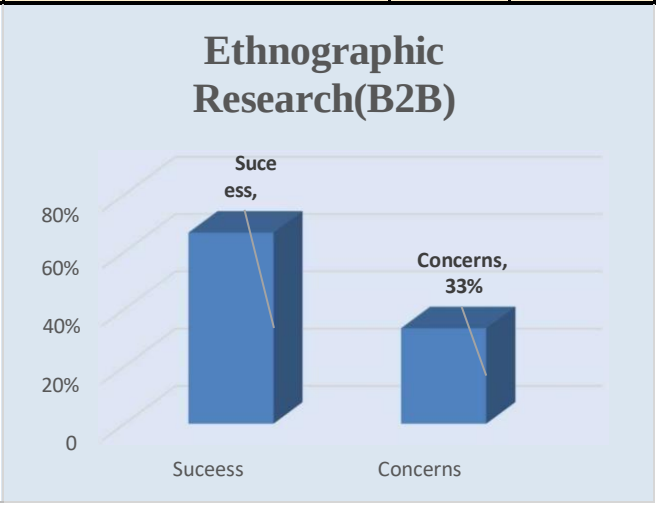
Ethnography research is a qualitative method frequently used in social, environmental, and behavioral sociology. It forms a part of anthropology and involves the structured study of individual cultural phenomena from the perspective of event management. This type of research engages in the analysis of attitudes, manners, and behaviors of event participants, providing an explanation for such behaviors. Ethnography research relies heavily on participant observation and consideration of both the public and administrative teams being studied, playing a significant role in social, economic, and cultural anthropology.

Classic ethnography research involves a comprehensive study and analysis of the landscape, atmosphere, and habitation, including traditional communities, religious practices, cultural activities, and multiple event organizations. Below is the sample planning and response chart with a diagram explanation.

Data Table, Pie chart, and Graphs:

Ethnographic Research									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
3	**3**	**0**	**100%**	**0%**	**3**	**2**	**1**	**67%**	**33%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		3	100%	0%	Economic		3	100%	0%
Social		3	100%	0%	Social		3	60%	40%
Cultural		3	100%	0%	Cultural		3	60%	40%
Environment		3	100%	0%	Environment		3	60%	40%
Sustainable		3	100%	0%	Sustainable		3	55%	45%
Total			**100%**	**0%**	**Total**			**67%**	**33%**





Synthesis and interpretation:

Ethnographic research in event organization provides valuable data collection from the open public and event management stakeholders. This qualitative research method includes both B2C and B2B categories, with 3 samples taken for each category. The public segment showed a 100% success rate with no concerns, while the business segment exhibited a 67% success rate and acceptability level, with 33% expressing concerns—two people in favor out of 3, with one person having a concern. Overall, the aggregation of ethnographic research across all segments, including B2C, B2B, economic, social, cultural, environmental, and sustainable types, resulted in 16% concerns out of 6 samples and an 84% success rate, indicating a favorable view of the entertainment industry.

3.3.8 Phenomenological Research

Phenomenological research is a crucial qualitative method used to uncover and comprehend the fundamental nature of a phenomenon. This approach involves studying existing occurrences to gain a deep understanding of related practices from the public's perspective. Through this research, the emotions, feelings, observations, ideas, conceptions, and beliefs of event participants are explored to elucidate the essence of the phenomenon via an inquiry process that delves into participants' experiences. In the event management industry, phenomenological research examines unsocial behaviors and attitudes, both individually and in groups, focusing on unbiased narratives. This research method aims to answer two primary questions within the event management industry.

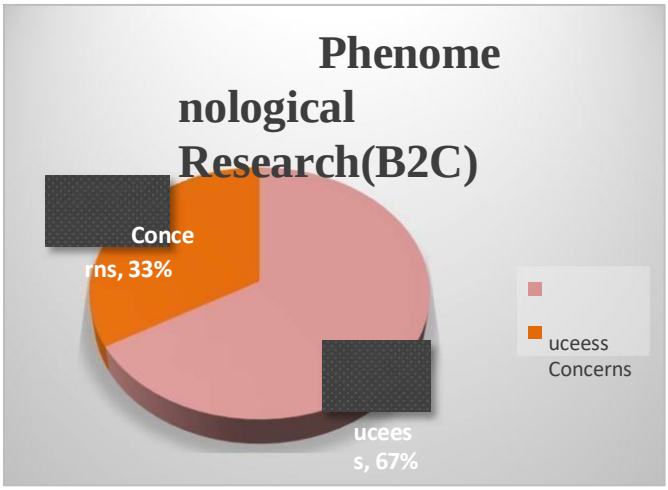
(a) Event management industry experiences associated with the phenomenon?

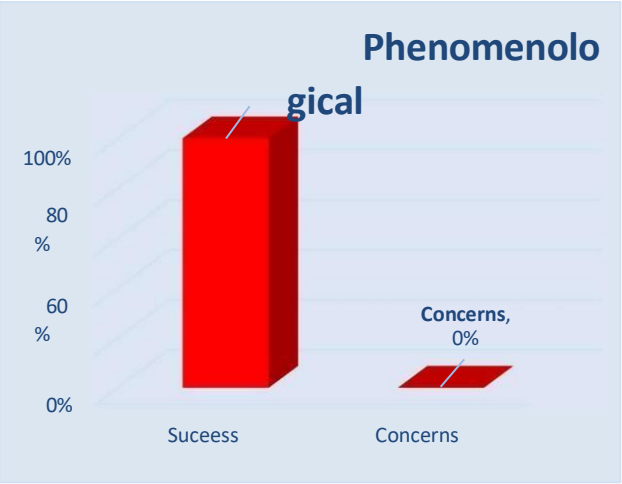
(b) Event management elements influenced the experience of the phenomenon.

Phenomenological research is a powerful approach for understanding the scope and delimitation of data requirements necessary for thorough evaluation. This method improves the accuracy of results and outcomes by identifying tools and techniques to construct a systematic mindset and foster critical thinking. Below is the sample planning and response chart, accompanied by a diagram for better explanation.

Data Table, Pie Chart, and Graphs:

Phenomenological Research									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
3	**2**	**1**	**67%**	**33%**	**3**	**3**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		3	100%	0%	Economic		3	100%	0%
Social		3	60%	40%	Social		3	100%	0%
Cultural		3	60%	40%	Cultural		3	100%	0%
Environment		3	60%	40%	Environment		3	100%	0%
Sustainable		3	55%	45%	Sustainable		3	100%	0%
Total			**67%**	**33%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

Phenomenological research provides a global evaluation of the event management industry in Saudi Arabia by understanding the views and narratives of the global community. In this dissertation, phenomenological research contributed six percent of the fifty samples for the qualitative research method. The findings show a 67% success rate, with two out of three participants in favor of the growth and success of the event management industry in the open public survey. Additionally, companies surveyed are 100% in favor of the event management industry in Saudi Arabia and worldwide from a qualitative perspective. The overall aggregation of phenomenological research across all segments in my study, including B2C, B2B, economic, social, cultural, environmental, and sustainable types, shows 16% concerns out of 6 samples and an 84% success rate, favoring the entertainment industry.

Success in the open public survey. On the other hand, companies surveyed are also 100% in favour of the event management industry all over Saudi Arabia and worldwide related to the qualitative perspective. Overall aggregation Ethnographic research of all segments in my research, including B2C, B2B, economic, social, cultural, environmental and sustainable types results and outcomes of the samples 16 % concerns out of 6 samples and 84% success rate and favour of the entertainment industry.

3.3.9 Narrative Report:

Narrative reporting is a qualitative research method used to evaluate the philosophical narratives of participants in the event management industry. This approach includes interactions between event organizers, participants, and global ontological practices for qualitative analysis. Narrative inquiry, which emerges from the broader field of qualitative research in behavior and sociology, focuses on understanding the ethical and experiential aspects of the participants. In Saudi Arabia's event management industry, narrative inquiry is utilized to explore various micro-level event fields through letters, dialogue texts, scenario memoirs, newsletters, field notes, symbols, conversations, heritage stories, images, practices, and life experiences. These elements, expressed in participants' own words, form the collective part of narrative analysis to study and understand the lives, status, and backgrounds of the people involved. The following types of narrative research are applicable in the event management industry:

(a) Approaches Concentrate on Semantics or Content

These approaches focus on the meanings and content of narratives, aiming to connect practical experiences with theoretical understanding. They analyze the language, themes, and messages conveyed in participants' stories to gain insights into their experiences and perceptions.

(b) Approaches Focusing on Narrative Realism or Context

These approaches emphasize the authenticity and contextual elements of narratives. They work on classifying and understanding narratives within their ethnic and cultural contexts, providing benefits by grounding research in real-world settings and cultural classifications.

(c) Approaches Focusing on Narrative Realism or Context

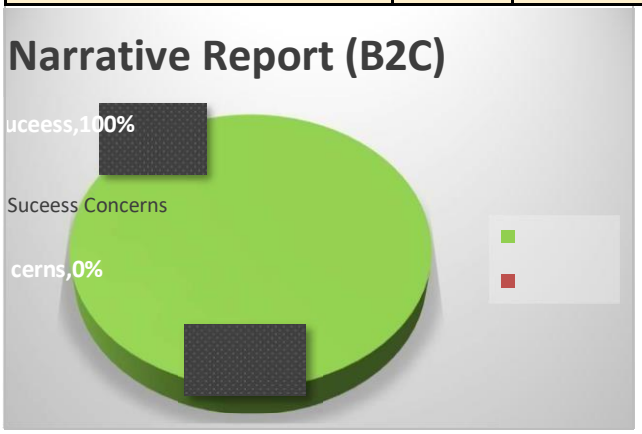
Like the previous category, these approaches also stress the importance of realism and

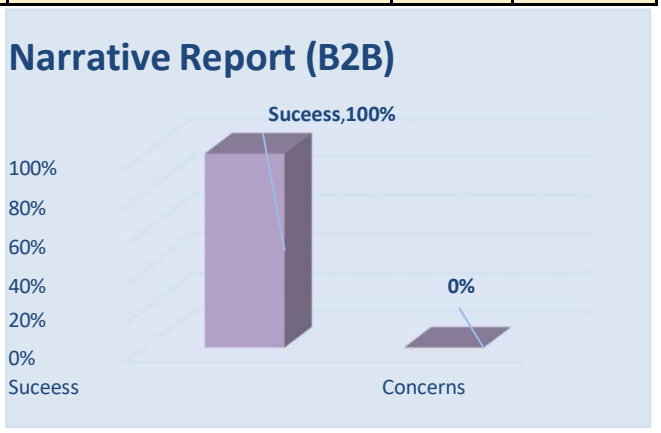
context in narratives. They aim to label and categorize narratives according to ethnic and cultural classifications, enhancing the research's relevance and applicability in understanding the nuances of participants' experiences.

These narrative approaches and classifications in the event management field assist in evaluating social and contemporary narratives. They help understand ground-level public views and mindsets through various theories and methodologies, applied via specific research processes and procedures. Below is a sample planning and response chart with a diagram explanation.

Data Table, Pie Chart, and Graphs:

Narrative Report									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
4	**4**	**0**	**100%**	**0%**	**4**	**4**	**0**	**100%**	**0%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		4	100%	0%	Economic		4	100%	0%
Social		4	100%	0%	Social		4	100%	0%
Cultural		4	100%	0%	Cultural		4	100%	0%
Environment		4	100%	0%	Environment		4	100%	0%
Sustainable		4	100%	0%	Sustainable		4	100%	0%
Total			**100%**	**0%**	**Total**			**100%**	**0%**





Synthesis and interpretation:

The narrative report studies in the Saudi Arabian event management industry aim to understand the ground realities of public and event organizer perspectives through qualitative research methods. This approach analyzes and reports numerical data and results.

Business to Consumer (B2C) Analysis

In the Business to Consumer category, the nattative report studies achieved a 100% success rate. All four samples out of four were in favor of events, indicating a strong positive reception from the public regarding event management practices.

Business to Business (B2B) Analysis

Similarly, in the Business to Business (B2B) category, there as also 100% success rate. Event management companies unanimously supported the growth and advancement of the event management business, demonstrating the industry`s robust support for further development.

Overall Aggregation

The overall aggregation of narrative report research across all segments- including B2C, B2B, economic, social, cultural, environmental, and sustainable aspects – shows no concerns (0%) out of 8 samples. This results in a 100% success rate and a strong favor towards the entertainment industry.

3.3.10 Oral and Historical Studies:

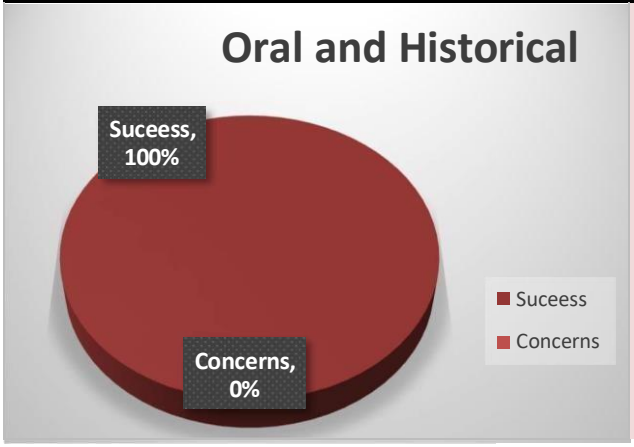
Historical studies play a crucial role in qualitative research, allowing for the examination and comparison of past events to evaluate the current status and quality of events. This approach helps collect detailed qualitative research from previous events to understand the present state of the event management industry in Saudi Arabia and forecast future developments to meet specific goals and objectives.

Oral history engagement involves gathering data through oral testimonies from the general public, audience members, participants, and others who have lived through the events. This qualitative method is particularly useful in studying the historical aspects of event management in Saudi Arabia, providing alternative narratives of specific events. Given that Saudi Arabia is a significant religious center for Muslims globally, organizing religious events often involves collecting oral histories through interviews and various other resources such as videos, audio recordings, phone calls, and messages. Future research should aim to create a verified database of these oral stories and testimonies to support further studies.

Below is a sample planning and response chart with a diagram explanation.

Data Table, Pie Chart, and Graphs:

Oral and Historical Studies									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
2	**2**	**0**	**100%**	**0%**	**2**	**1**	**1**	**50%**	**50%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		2	100%	0%	Economic		2	100%	0%
Social		2	100%	0%	Social		2	35%	65%
Cultural		2	100%	0%	Cultural		2	40%	60%
Environment		2	100%	0%	Environment		2	40%	60%
Sustainable		2	100%	0%	Sustainable		2	35%	65%
Total			**100%**	**0%**	**Total**			**50%**	**50%**





Synthesis and interpretation:

Oral and historical comparative research in the event management industry provides significant insights through data collection and analysis. This qualitative research method utilized 50 samples in both B2C (business-to-customer) and B2B (business-to-business) categories. For this study, two samples were selected from each category.

Findings

- **Business-to-Consumer (B2C)**
- **Success rate:** 100%
- **Acceptability Level:** High
- **Concerns:** None
- **Business-to-Business (B2B)**
- **Success rate:** 50%
- **Concerns:** 50% of stakeholders expressed concerns

Overall Aggregation

The aggregated results from all segments of the research, including economic, social, cultural, environmental, and sustainability factors, are as follows:

- **Total Samples:** 6
- **Concerns:** 16% (1 out of 6 samples)
- **Success Rate:** 84% (5 out of 6 samples)

Interpretation

The oral and historical comparative research indicates a strong acceptance and success rate in the B2C segment, reflecting positive public opinion and satisfaction with the event management industry's practices and offerings. However, in the B2B segment, there is a split opinion, with half of the stakeholders expressing concerns. This suggests that while the consumer-facing side of the industry is thriving, there are underlying issues within the business and organizational aspects that need to be addressed.

The overall success rate of 84% demonstrates a favorable outlook for the event management industry in Saudi Arabia, highlighting its economic, social, cultural, and environmental benefits. However, the 16% concern rate indicates that there are areas for improvement, particularly in addressing the concerns of B2B stakeholders to ensure a more balanced and universally accepted industry growth.

By addressing these concerns and leveraging the strengths identified through this research, the event management industry can continue to develop and thrive, contributing significantly to Saudi Arabia's cultural and economic landscape.

3.3.11 social media Tools and Website visitor profiling:

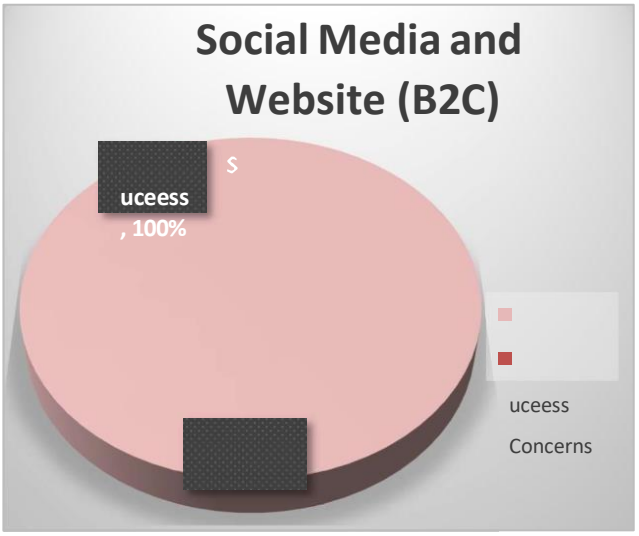
Qualitative researchers, through social media tools and websites visiting profiling, obtain an approach to an enormous and various range of participants' opinions, views, and conversations are the most significant sources for data collection in the event management industry. Social media's multiple technologies and applications have captivated considerable focus among different kinds of users and members. These resourcesare commonly used and close to the outcomes and overall atmosphere of the research status and outcomes. The famous resources are YouTube videos and public comments, Instagram posts, Snapchat posts, multiple tweets on tweeters, Pinterest, Facebook posts, LinkedIn posts, Tik Tok videos, or other social

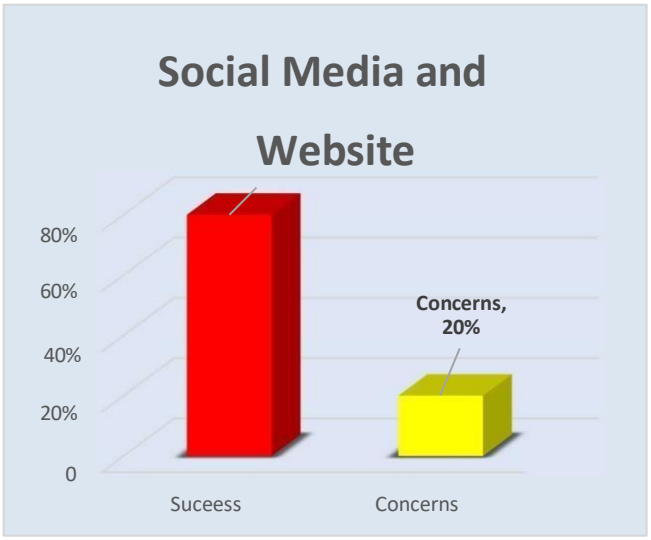
media communication content and sources. Websites visiting profiling also become a significant source of data collection and analysis for market research, including many scholars, articles, notes, announcements, magazines, etc., especially in the event management industry.

These web, forums, blogs, news etc., produce a substance of social data, information, content, review, and opinions through validity and reliable research monitoring, systematic comparison and analysing of qualitative research in the event management industry. This method helps to understand the recent inventionsused to explore participants' behaviour and attitudes. These are the ways useful and essential to compare the social media research participant's outcomes to obtain an overall conceptual picture of all the digital signals in the event management field. Below is the sample planning and response chart with a diagram explanation.

Data Table, Pie Chart, and Graphs:

Social Media Tools and Website visitor profiling									
Business-to-consumer (B2C)			**Opportunities**		**Business-to-Business (B2B)**			**Opportunities**	
Sample	**Success**	**Concerns**	**Success**	**Concerns**	**Sample**	**Success**	**Concerns**	**Success**	**Concerns**
5	**5**	**0**	**100%**	**0%**	**5**	**4**	**1**	**80%**	**20%**
Categories		**Sample**	**Favour**	**Against**	**Categories**		**Sample**	**Favour**	**Against**
Economic		5	100%	0%	Economic		5	100%	0%
Social		5	100%	0%	Social		5	80%	20%
Cultural		5	100%	0%	Cultural		5	80%	20%
Environment		5	100%	0%	Environment		5	80%	20%
Sustainable		5	100%	0%	Sustainable		5	60%	40%
Total			**100%**	**0%**	**Total**			**80%**	**20%**





Synthesis and interpretation:

Comparative research using social media tools and website visitor profiling in the event management industry provides excellent resources for observation and narrative construction in the modern world. This approach helps understand ground-level dynamics and social experiments through data collection, analyzing public opinion, and reviewing event management companies

Research Findings:

- **Sample Size**: The research method involved 50 samples in each Business-to-Consumer (B2C) and Business-to-Business (B2B) category.
- **B2C Results:** Out of 5 samples, there was a 100% success rate and acceptability level.
- **B2B Results:** Out of 5 samples there was 80% success rate, with 20% of event management company stakeholders expressing concerns.

Overall Aggregation:

- **Segments Covered:** The research included B2C, B2B, economic, social, cultural, environmental, and sustainable categories.
- **Results**: Out of 10 samples, 10% had concerns, while 90% showed a success rate and favorability towards the entertainment industry.

The findings indicate a high level of success and acceptability for the use of social media tools and website visitor profiling in understanding the event management industry. The positive response in both B2C and B2B categories highlights the effectiveness of these tools in capturing public opinion and industry insights. Despite some concerns among B2B stakeholders, the overall success rate demonstrates the potential for these methods to contribute significantly to the industry's growth and development.

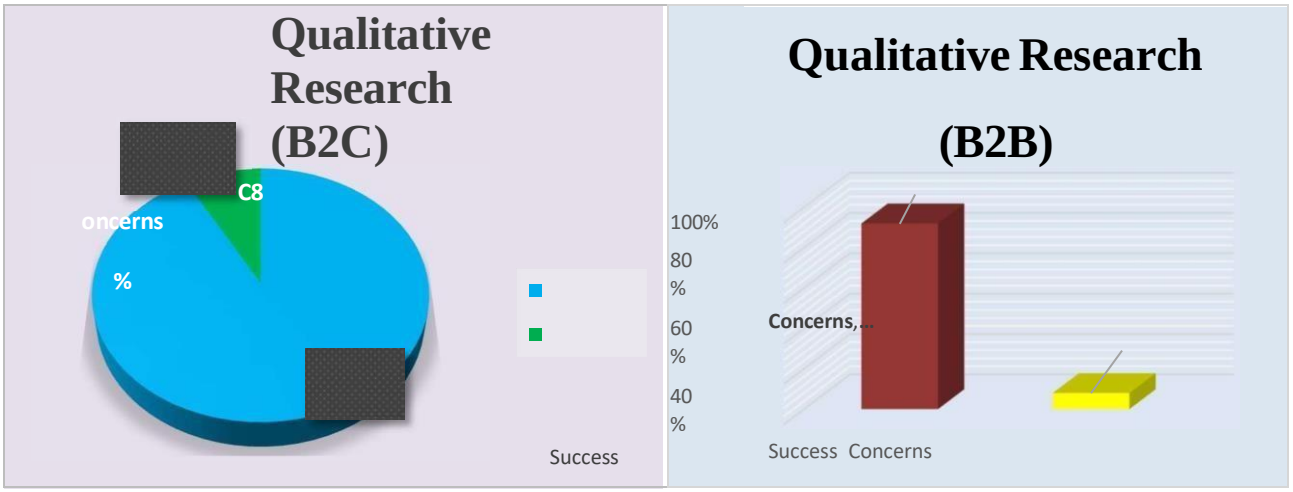
3.3.12 Summary of Qualitative Research Outcomes:

Qualitative research techniques have provided valuable insights into the event management industry in Saudi Arabia. By employing various instruments and systematic processes, this dissertation utilizes multiple research tools to gather qualitative data. This

approach allows for a comprehensive understanding of events, culture, opportunities, successes, and concerns from both the public and event organizer perspectives in Saudi Arabia. The qualitative outcomes were derived using several modules and frameworks, including participant observation, interviews, theoretical studies, document reviews, focus groups, social media analysis, and other tailored research methods. The planning number was set at 100 samples for each side—public and business communities. The response rate was 100% from the samples, ensuring comprehensive data collection. Despite some participants not responding, the research target was met by adding new participants to achieve accurate ground results and outcomes. Out of 100 samples, a 90% success rate was observed in the public (B2C) sector, while the business (B2B) sector recorded a 98% success rate, showing overwhelming support for the event management industry's growth and development. These qualitative research techniques and outcomes demonstrate a robust understanding of the event management industry in Saudi Arabia. By leveraging diverse research tools and systematic processes, this study provides a detailed analysis of both public and business perspectives, highlighting significant support for the industry and underscoring its potential for growth and development. The findings, illustrated through diagrams and charts, confirm the comprehensive nature of the qualitative research conducted in this study, ensuring that the data collected is thorough and reflective of true sentiments and trends within the event management industry in Saudi Arabia.

Data Table, Pie Chart, and Graphs:

Qualitative Research Methods Outcomes							
S.N	**Qualitative Research instruments**	**Business-to-consumer (B2C)**			**Business-to-Business (B2B)**		
		Planning	**Actuals**	**Results**	**Planning**	**Actuals**	**Results**
1	Interviews	10	9	**90%**	10	10	**100%**
2	Focus Group	4	4	**100%**	4	4	**100%**
3	Grounded Theory Studies	3	3	**100%**	3	3	**100%**
4	Observations	2	2	**100%**	2	2	**100%**
5	Survey	10	9	**90%**	10	9	**90%**
6	Expert Opinion	4	3	**75%**	4	4	**100%**
7	Ethnographic Research	3	3	**100%**	3	2	**67%**
8	Phenomenological Research	3	2	**67%**	3	3	**100%**
9	Narrative Report	4	4	**100%**	4	4	**100%**
10	Oral and Historical Studies	2	2	**100%**	2	1	**50%**
11	Social Media and Website	5	5	**100%**	5	4	**80%**
Total		**50**	**46**	**92%**	**50**	**46**	**92%**



Synthesis and interpretation:

The overall qualitative research method in the event management industry in Saudi Arabia provides reliable sources for a final review and comments, helping to understand ground realities through data collection and analysis. This qualitative approach, focusing on business-to-consumer (B2C) or open public opinion, included 50 samples. Among these, 46 were in favor of the event management industry, resulting in a 92% success rate, with only 8% expressing concerns as four participants disagreed with event management in Saudi Arabia. Similarly, in the business-to-business (B2B) category, 50 samples were taken, with 46 supporting the industry, also reflecting a 92% success rate. Only four participants expressed concerns, maintaining an 8% concern ratio. These results indicate excellent and outstanding outcomes within the business community.

The results and people's opinions are positive, indicating a bright future for the events culture in Saudi Arabia. The combined success rate is 92%, merging samples from both business-to-consumer (B2C) and business-to-business (B2B) categories. This includes economic, social, cultural, environmental, and sustainable factors, with 92 individuals in favor of the event management industry. Only four out of 100 samples, or 8%, expressed concerns.

3.3.13 Pretesting in Questionnaire (Validity and Reliability):

Pretesting serves as a critical platform in survey studies and research, where questionnaires are evaluated on event participants to ensure the reliability and validity of data collection instruments before their final deployment. In event management research, data reliability and validity are crucial for evaluating the accuracy of information, which is reassessed within both qualitative and quantitative research designs. These elements are

foundational to any dissertation, ensuring that the research study stands on solid ground for a realistic and valuable approach.

In quantitative data collection for event management, pretesting ensures the accuracy of attendance numbers, making the data an authentic and recognized source for researchers. Conversely, qualitative data collection focuses on the authenticity of information regarding entertainment quality, artist performance, and venue arrangements. Overall, reliability and validity are effectively managed in both qualitative and quantitative studies, encompassing credibility, interchangeability, replaceability, flexibility, and the ethical handling of participants and confidential information.

3.3.14 Summary:

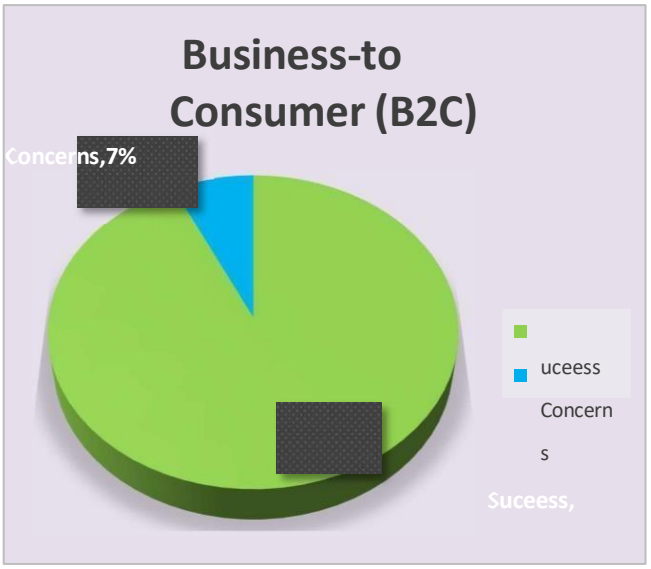
A research summary, conclusion, outcomes, and results section is an academic and professional overview that encapsulates the findings of both quantitative and qualitative research conducted on the event management industry in Saudi Arabia. This section presents the outcomes to a select audience, incorporating hypothesis testing and an analysis of attitudes and behaviors. The summary highlights the precise data collection and detailed comprehension of event management in Saudi Arabia, providing an understanding of the dissertation report's contents for event audiences and participants.

The research employed a mixed-methods approach, utilizing various instruments and techniques for data gathering and analysis. This included empirical studies, desk reviews, research analysis, and evaluations. The study was bifurcated into two main segments: business-to-consumer (B2C) and business-to-business (B2B), covering economic, social, cultural, environmental, and sustainable outcomes. The objective was to evaluate and process this research comprehensively, leading to well-rounded conclusions.

Below is a detailed presentation of the overall results of this research, showcasing the data planning, responses, and results for all parts, illustrated through a chart and diagram.

Data Table, Pie Chart, and Graphs:

Qualitative and Quantitative Research									
Business-to-consumer (B2C)			Opportunities		Business-to-Business (B2B)			Opportunities	
Sample	Success	Concerns	Success	Concerns	Sample	Success	Concerns	Success	Concerns
100	93	7	93%	7%	100	92	8	92%	8%





Synthesis and interpretation:

The quantitative and qualitative research methods applied in the event management industry in Saudi Arabia provided valuable insights and knowledge, culminating in a comprehensive summary review and conclusion. This final decision-making process utilized multiple research methods, instruments, techniques, and tools to gather data from both the business-to-consumer (B2C) sector and the event management business community (B2B), including entrepreneurs.

The research included 100 samples from each sector. In the B2C segment, 93 participants were in favor of the event management industry, resulting in a 93% success rate. Only seven participants, representing 7%, expressed concerns and disagreed with the event management practices in Saudi Arabia. Similarly, in the B2B category, 92 participants out of 100 supported the event management industry, yielding a 92% success rate, with only eight participants (8%) expressing concerns.

Overall, these findings indicate an outstanding outcome for both public entertainment and business opportunities for entrepreneurs. The research highlights significant business

opportunities in the economic, social, cultural, environmental, and sustainable domains. With a combined success rate of 92.5% out of 200 samples, the study identifies a business vacuum in the Saudi market, gaps in mega events, and investment opportunities to introduce new entertainment activities in the country.

3.4.1 Presentation of the results:

In this dissertation, mixed methods, combining quantitative and qualitative approaches, were applied to statistically and numerically analyze the relationship between Saudi Government entertainment industry initiatives and audience participation. Ground-level analyses focused on events and activities within the Kingdom of Saudi Arabia. The statistical analyses explored audience experiences and satisfaction levels, providing future predictions influenced by event management design.

This research involved a sample of 200 participants and visitors, examining their opinions and experiences through both quantitative and qualitative methods. Questions addressed the value of the event management industry in Saudi Arabia, including the economic, social, cultural, environmental, and sustainability aspects of the entertainment sector. The study was organized by the Saudi government with financial and administrative support through business-to-business (B2B) methods or by event management companies undertaking business-to-customer (B2C) services at their own risk and funding.

Below are the results and outcomes of the targeted research.

Data Table, Chart, and Graphs:

Overall Research Hypothesis						
Categories	**Sample**	**Qualitative**		**Quantitative**		**Total**
		Success	**Concerns**	**Success**	**Concerns**	**Success**
Economic	200	100%	0%	100%	0%	100%
Social	200	90%	10%	89%	11%	90%
Cultural	200	90%	10%	94%	6%	92%
Environment	200	91%	9%	93%	7%	92%
Sustainable	200	86%	14%	88%	13%	87%
Grand Total		**92%**	**8%**	**93%**	**7%**	**92.5%**

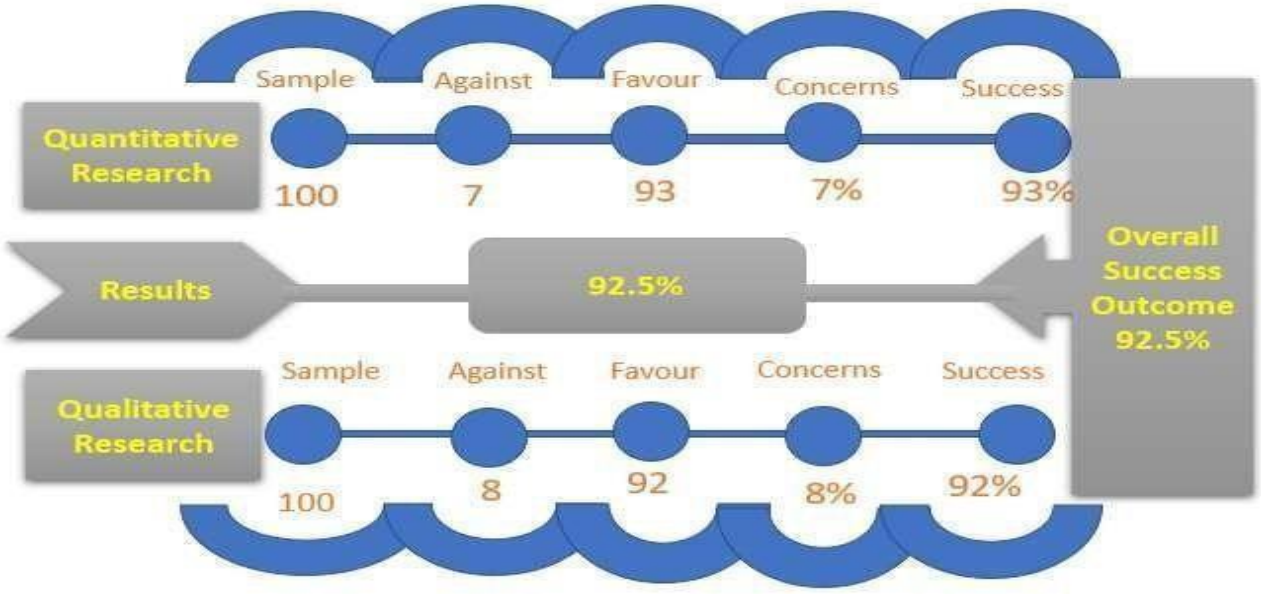
Synthesis and interpretation:

The entertainment industry in Saudi Arabia forms a significant segment of the event

management sector. This dissertation focuses on customizing research questions for participants and analyzing entertainment-related activities to convert them into statistical data. According to the sample formula, the statistical numbers included 370 participants from both business-to-customer (B2C) and business-to-business (B2B) sectors. Out of the total sample, only 200 participants responded, representing approximately 54% of the total sample. These 200 samples were equally divided into 100 open public participants (B2C) and 100 from the administration (B2B).

The overall research in the event management industry in Saudi Arabia, utilizing both quantitative and qualitative methods, provided excellent experience and knowledge for a final summary review and conclusion. This research involved various research methods, instruments, techniques, and tools to gather data for business-to-consumer (B2C) open public opinions and business-to-business (B2B) event management community insights and entrepreneurial perspectives.

Results Hypothesis:

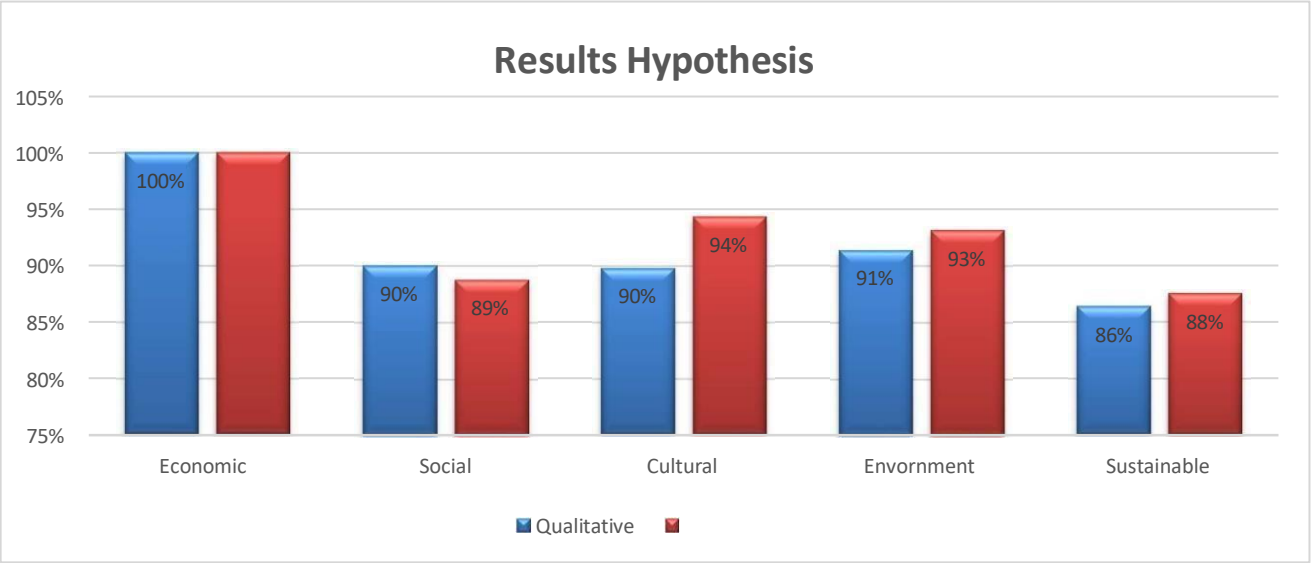


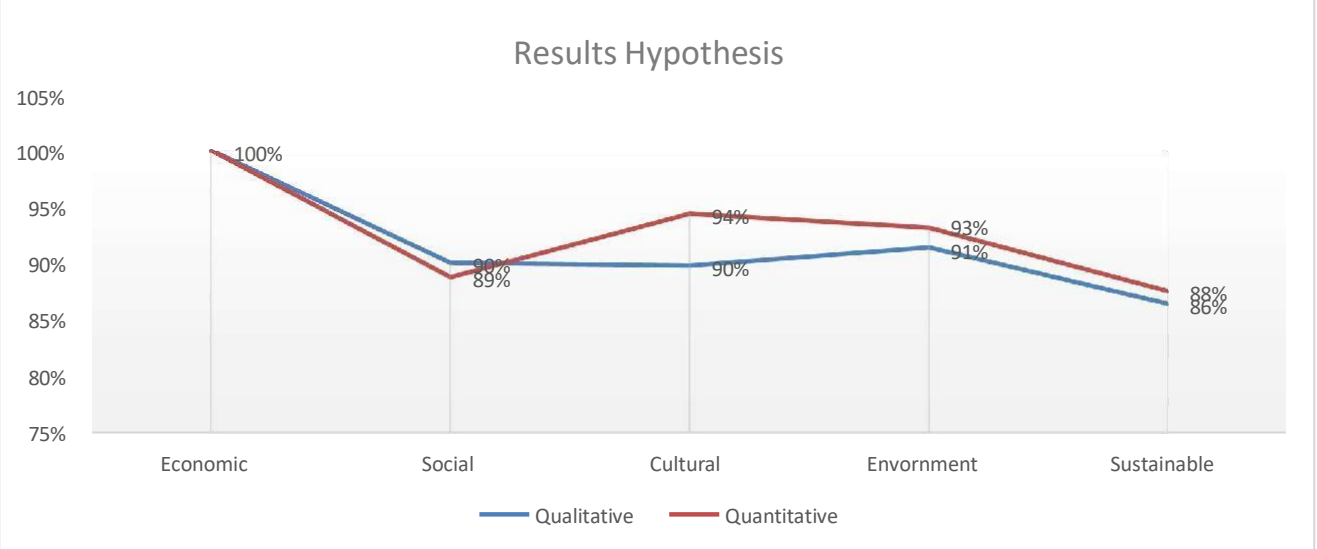
Synthesis and interpretation:

This quantitative and qualitative research included 100 samples for both B2C and B2B categories. In the B2C category, 93 participants favored the event management industry's success, reflecting a 93% success rate. Only seven participants, or 7%, expressed concerns or disagreement with the industry in Saudi Arabia. In the B2B category, 92 participants supported the event management industry, resulting in a 92% success rate, with only eight participants,

or 8%, expressing concerns.

Chart and Graphs:





Synthesis and interpretation:

As per the above chart, the economic satisfaction of participants is 100% in both business-to-customer and business-to-business categories, as well as in both quantitative and qualitative methods. Social satisfaction and success rates are 90% in qualitative and 89% in quantitative methods within the Kingdom of Saudi Arabia, with just 11% expressing concerns about socialism. Cultural satisfaction and success rates are 90% in qualitative and 94% in quantitative methods, with only 10% in qualitative and 6% in quantitative expressing concerns.

Environmental satisfaction and success rates are 91% in qualitative and 93% in quantitative methods, with just 9% in qualitative and 7% in quantitative methods expressing concerns about environmental changes. Sustainability satisfaction and success rates are 86% in qualitative and 88% in quantitative methods, with 14% in qualitative and 12% in quantitative methods expressing concerns.

Overall, these results indicate an outstanding outcome for public entertainment, business opportunities, and entrepreneurial interests. They reflect excellent opportunities in economic, social, cultural, environmental, and sustainable sectors, with a 92.5% success rate out of 200 samples. This indicates a business vacuum in the Saudi market, highlighting the potential for new investments and the introduction of new entertainment activities in Saudi Arabia.

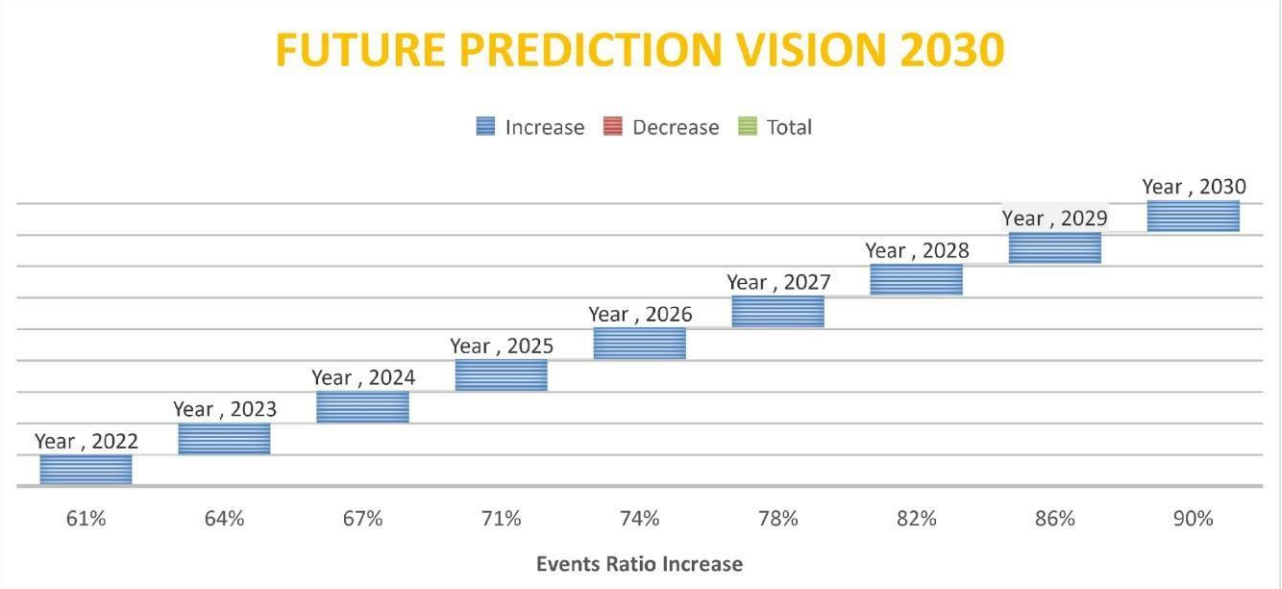
3.4.2 Future Prediction:

Experts in the events and entertainment industry predict that Saudi Arabia is poised to become a premier event destination in the Middle East. This research focuses on event management participants in Saudi Arabia, providing an opportunity to understand the latest trends and inclinations shaping the domestic events industry. It aims to embrace and learn from innovations and ideas, using them as a foundation to forecast the future of entertainment services in Saudi Arabia. The Saudi national transformation vision 2030 aims to increase social, cultural, economic, and environmental activities by more than forty per cent, transforming the country into a regional leader.

According to the Saudi Government Vision 2030 strategic framework, there is a significant focus on developing public sectors and infrastructure. Events and tourism are key areas of concentration to enhance economic and investment opportunities, contributing to national income. The chart and diagram below illustrate the future predictions for the event management industry in Saudi Arabia.

Data Table, Chart, and Graphs:

Event Management Industry Prediction Vision 2030									
Increase	**Current**	**5%**	**5%**	**5%**	**5%**	**5%**	**5%**	**5%**	**5%**
Event Ratio	**61%**	**64%**	**67%**	**71%**	**74%**	**78%**	**82%**	**86%**	**90%**
Year	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**



Synthesis and interpretation:

According to current market research, event trends account for nearly 60% of Saudi Arabia's social, economic, cultural, heritage, sustainability, and environmental activities. Event management opportunities in Saudi Arabia continue to grow by approximately five per cent annually. The Vision 2030 aims to elevate this percentage from 60% to 90%, presenting a promising outlook. This growth offers significant opportunities for multinational event management brands, companies, investors, and entrepreneurs to capitalize on these trends and contribute to achieving the overall goals and objectives both domestically and within the global market.

3.4.3 Conclusion:

This research methodology concludes that events are organized robustly throughout Saudi Arabia. This research employed mixed methods, incorporating both quantitative and qualitative approaches, such as in-depth interviews, surveys, observations, studies, focus

groups, and experiments. The selection of research methods was justified, and the implementation process was explained to effectively engage participants. The outcomes were presented, and the analysis results were discussed to draw conclusions. During the research, various themes related to events were organized to improve quality and identify issues in event planning and implementation. Understanding the current status and level of event entertainment, evaluating the expertise of teams, and identifying market demand and gaps in the event management industry in Saudi Arabia proved beneficial.

Another aim of this research was to understand the ground-level opinions of the public and stakeholders to assess the direction of the event management industry through multiple sources of research and observation. This insight is valuable for the government to set goals and legislation, creating a conducive environment for entrepreneurs, investors, and stakeholders, thereby motivating further activities. It also helps the Saudi government establish a positive and progressive image in the global community, showcasing liberalism and socialism. It is hoped that this research will add value and raise public awareness about the significance of event management activities in Saudi Arabia, thereby enhancing its development.

4.1.1 Theoretical Framework in Event Management:

A theoretical framework encompasses multiple theories and concepts developed through the study and research of top professionals and mentors in the field. Event management involves the academic study and literature of organizing daily and special events, such as festivals, tradeshows, political gatherings, exhibitions, sporting events, corporate functions, and experiential marketing activities. It is essential for leading organizational resources, teams, communication, and functions, including planning, management, commanding, and coordinating. The theoretical framework of event management includes a broad range of literature, theories, structures, models, and concepts related to aesthetic design.

The event management theoretical and literature frameworks are divided into four major parts, each further elaborated into smaller theories and concepts. Below is a synopsis of the literature from the past decade, detailing the background of theories, best practices, history, framework, life cycle, events, festivals, exhibitions, and more, to be controlled through strategic planning and management of chronological thematic and methodological research and study.

1. **Theories Background**

This section covers the foundational theories that underpin event management. It includes the historical context and evolution of event management theories, highlighting the contributions of key scholars and the development of core concepts.

2. **Events and Hospitality**

This part explores the intersection of event management with the hospitality industry. It examines how events contribute to hospitality services and vice versa, including the integration of customer service, logistics, and venue management.

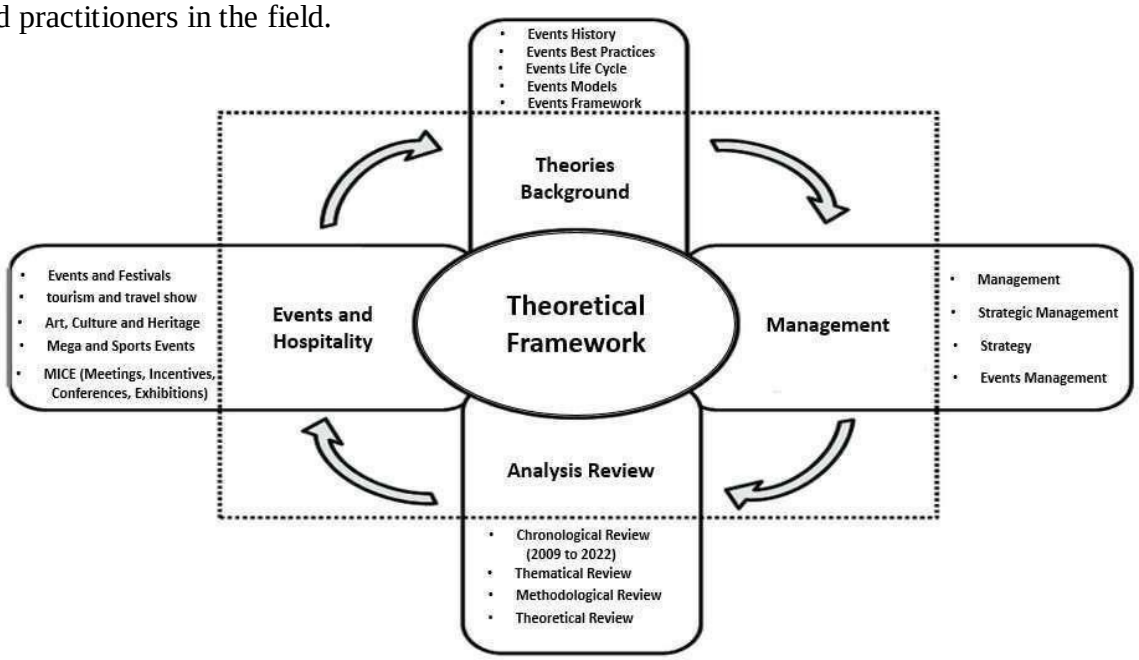
3. **Management**

Focused on the management aspect of events, this section delves into strategic planning, resource allocation, team coordination, and leadership. It includes models and best practices for effective event management, ensuring successful outcomes.

4. **Analysis Review**

This final part provides a detailed analysis and review of various methodologies and thematic approaches used in event management research. It evaluates different strategies and their effectiveness, offering insights into the best practices for managing diverse types of events.

By examining these components, the theoretical framework provides a comprehensive understanding of the academic and practical aspects of event management, guiding researchers and practitioners in the field.



1- Theories Background:

The history of event management and planning is crucial in academic literature and research for understanding the development process through various initiatives, steps, and technological changes that have shaped the modern event management industry. The industry's revolutionary growth can be attributed to advancements in media broadcasting, the internet, and social media, which have enhanced global coverage and participant engagement through modern techniques and methods.

Key success factors in event management are innovation and creativity, often referred to as experimental events. These elements make events unique, significant, and special, requiring meticulous planning (Allen, J., 2010). Donald Getz and Stephen J. Page (2016) elucidate the theoretical concepts of the event management industry, providing framework models for different event types and illustrating the industry's complete scope to achieve economic and social objectives within a society. They highlight major trends and the phenomenal development of event tourism.

Events management models and frameworks are essential for understanding an event's background, study, and research. They contribute to the rapid development of international events and tourism by incorporating best practices, standards, and the organization of mega events, sports events, major events, and hallmark events. These frameworks and models provide a comprehensive approach to the rapid growth and development of social, economic, and cultural interests in the event management industry.

2- Events and Hospitality:

Events and hospitality encompass a broad spectrum of activities and venues, including substantial mega-events, sports events, travel and tourism, concerts, and business or leisure experiences. These activities are designed to provide comprehensive entertainment and leisure experiences, fostering social and cultural engagement.

Key Perspectives and Contributions

Gibson & Connell (2011): Events and festivals offer significant entertainment and leisure opportunities, promoting cultural activities, arts, folklore, and indigenous celebrations. These events have a direct impact on cultural, social, economic, and tourist attractions, aiming

to support economic and social goals and attract new investments.

William O'Toole (2011): Event management promotes tourism, yielding financial benefits. With increasing international tourism competition, countries prepare for mega-events to achieve these benefits. Strategic modern changes in the event management industry include events, objectives, innovation, creativity, and sustainability.

Johnny Allen (2012): The culture of events is crucial for societal enrichment, linked with entertainment, leisure, celebration, and social events. Many countries compete to host social and mega-events to boost national income through tourism.

Bernadette Quinn (2013): Festivals and events contribute significantly to academic literature, emphasizing educational and research perspectives. Hallmark and mega-events attract national and international attention, involving various stakeholders. These events focus on entertainment, celebration, fairs, performances, and general tourism enjoyment.

Donald Getz (2014): Events and festivals play a key role in tourism and hospitality, supported by extensive studies and research. Best practices and success stories in festivals and hospitality management are documented through qualitative and quantitative research on tourism, social, and economic perspectives. A comprehensive model and framework for festivals and events management promote these activities globally.

Kitchin and Ferdinand (2017): The events management industry integrates social, cultural, economic, technological, and political elements, addressing issues such as ethnicity, class division, consumerism, racism, competition, and discrimination. The focus is on infrastructure and human development in rural areas, brand identity, and resource allocation.

Shone & Parry (2019): Events are integral to societal routines, with each community celebrating cultural events, festivals, ceremonies, and local traditions. These events involve expert planning, operations, funding, marketing, and administration. Four major case studies highlight cultural, personal, historical, and leisure activities.

Synthesis and Application

The above literature underscores that the events and hospitality industry is pivotal in driving social, cultural, environmental, and economic development within countries. The industry's

framework includes pre-planning, organizing, funding, leading, and post-event analysis, covering goals and objectives in corporate, social, and governance sectors. Understanding these theories and reviews helps identify gaps in current literature and evaluate modern trends in event management, providing a comprehensive overview for further research and application.

3- Management:

Management principles play a crucial role in the event management industry, involving planning, organizing, leading, coordinating, and controlling operations and business activities within departments or the overall organization. Effective event management encompasses planning, organizing, and executing events and festivals in areas such as budgeting, entertainment, logistics, catering, and coordination. The following theories and concepts from top authors provide a comprehensive understanding of strategic and event management.

Strategic Management Theories

Henry Mintzberg (2009): Mintzberg's strategic management theories focus on leadership, operations research, and core business trends and direction. He emphasizes both soft and hard leadership, internal and external management, and organizing the hierarchical structure. The relationship between top management and subordinates is crucial, with a focus on decision-making and resource allocation. Management is responsible for integrating modern technology with the best organizational resources.

Michael E. Porter (2011): Porter highlights the importance of strategy in controlling business activities, managing rivalry, understanding market dynamics, and staying updated with technological advancements. Successful strategies depend on the organization's ability to maintain cost leadership and operational effectiveness through discipline and continuity.

Dimitrios Kouropoulos and Martin Pitt (2012): These authors discuss strategic management practice, theory, and implementation, focusing on business support, operational innovation, and industrial revolution direction. They emphasize advanced systemic planning, controlling, monitoring, and evaluating methodologies to achieve business growth and mitigate risks.

Peter Drucker (2012): Drucker emphasizes that effective managers are great leaders who determine organizational success. He highlights the importance of effective administration through top-level standards, processes, procedures, and best practices.

Application in Event Management

In the event management industry, these strategic management principles are applied to ensure the successful planning and execution of events. Event managers must:

1. **Plan**: Develop detailed plans covering all aspects of the event, including budgeting, logistics, and entertainment.
2. **Organize**: Coordinate various elements such as vendors, staff, and resources to ensure smooth operations.
3. **Lead**: Provide clear direction and leadership to teams, fostering collaboration and effective communication.
4. **Coordinate**: Ensure all event components are synchronized and aligned with the event's objectives.
5. **Control**: Monitor and evaluate the event's progress, making necessary adjustments to achieve desired outcomes

By applying these management principles and strategic theories, event managers can enhance the quality and effectiveness of their events, ensuring they meet their goals and provide valuable experiences for participants.

4- Analysis Review:

The event management industry literature over the past decade has explored both academic studies and professional practices. Leading institutions, authors, mentors, and scholars have conducted extensive research in this field, producing numerous books, articles, and research guidelines. This literature review encompasses various aspects of event management, analyzed through theoretical, chronological, methodological, and thematic lenses.

Scope of Event Management Literature

The literature on event management includes:

1. **Management and Strategy**: Examines the principles and practices of organizing and leading events.

2. **Strategic Management**: Focuses on long-term planning and execution strategies.
3. **Festivals and Tourism**: Studies the impact and organization of cultural, music, and arts festivals, and their role in promoting tourism.
4. **Hospitality**: Looks at the integration of hospitality services in event management.
5. **Mega-Events and Sports**: Explores large-scale events like the Olympics or World Cup and their social, economic, and cultural impacts
6. **Corporate Events**: Analyzes the planning and execution of business-related events.
7. **Social and Cultural Events**: Studies events aimed at community engagement and cultural promotion.
8. **Exhibitions and Trade Shows**: Reviews the organization and impact of trade and street shows.
9. **Heritage Events**: Examines events that focus on historical and cultural heritage.

Key Findings and Importance

The reviewed literature highlights several critical aspects of the event management industry:

1. **Value to Individuals and Communities**: Events play a significant role in the social and cultural lives of individuals and communities, providing opportunities for engagement, learning, and celebration.
2. **National and Governmental Impact:** For nations and governments, the event management industry can enhance national income, promote cultural heritage, and drive economic growth. It is particularly vital for developing countries, where events can maximize geographical strengths and support infrastructure development.
3. **Technological Advancements:** Modern event management leverages technological advancements to improve planning, coordination, and execution, leading to more efficient and impactful events.
4. **Geographical and Social Development:** Events contribute to geographical and social development by raising awareness, fostering social cohesion, and promoting regional and

national identity.

By reviewing and analyzing these diverse aspects, the literature provides a comprehensive understanding of the event management industry's role in contemporary society. This analysis underscores the industry's importance in fostering economic, social, and cultural development, making it a critical area of study and practice.

4.2.1 Conceptual Framework Event Management:

A conceptual framework represents a learning and analytical process involving multiple theories and variations of ideas through study and research. This framework is used in specific empirical projects or theses to draw coherent conclusions and present an overall conceptual picture. It illustrates and hypothesizes the relationships between causes and effects, impacting variables on commitments to moderating and mediated variables. The conceptual framework concludes narrative reviews through frameworks, flowcharts, diagrams, and graphics, describing relationships between philosophies, ideas, concepts, theories, and assumptions.

Purpose and Scope in Event Management

In event management, a conceptual framework is employed to outline practical ways and processes favoring the best design approach until a final decision is reached. The objectives of this framework in the context of Saudi Arabia's event management industry encompass social, economic, cultural, and environmental evaluations and directions, setting statistical techniques through the framework.

Key Aspects

1. **Event Management Literature**: According to Getz (2008), the scope of the conceptual framework in event management literature explains that an event is usually a complex social effort characterized by strategic planning, a timeline, and engagement through theoretical analysis. Events can include business and corporate conferences, art and cultural festivals, celebrations, exhibitions, sporting and mega-events, and private events.

2. **Application in Saudi Arabia**: The conceptual and theoretical frameworks in Saudi Arabia's event management industry provide final clues and indications for summarizing the overall picture of the dissertation. These frameworks conceptualize the purpose, objectives, goals, background, ground-level research, future prospects, and theories,

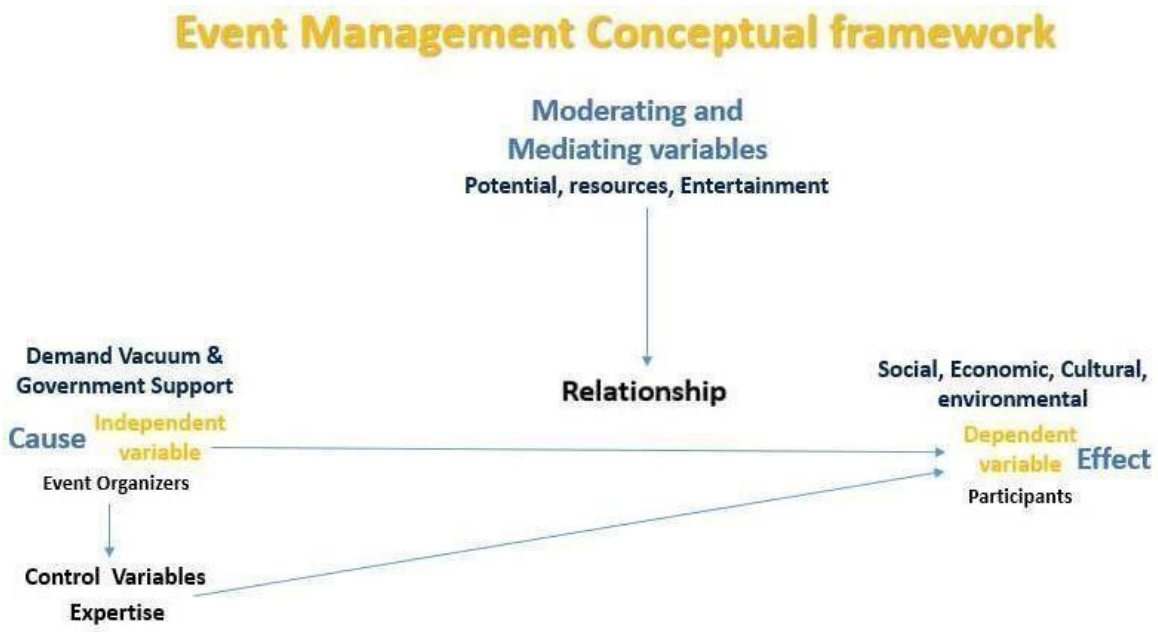
ultimately concluding the industry's state in Saudi Arabia.

3. **Framework Goals:** The framework aims to present a structured approach to understanding and analyzing the event management industry's various aspects. It serves as a guide for researchers to systematically study and evaluate different factors influencing the industry.

The conceptual framework in event management, particularly in Saudi Arabia, helps in organizing and analyzing various theories, concepts, and data. It guides the research process, providing a structured approach to evaluating social, economic, cultural, and environmental aspects. By illustrating the relationships between different variables, this framework aids in drawing coherent conclusions, ultimately contributing to the comprehensive understanding and development of the event management industry in Saudi Arabia.

4.2.2 Developing a Conceptual Framework:

The conceptual framework for the event management industry in Saudi Arabia is constructed using various variables derived from an extensive literature review and the study of multiple theories and concepts. These variables play a critical role in understanding different perspectives and covering the scope of the industry. Below is an introduction and explanation of these variables and their interrelationships in preparing an effective conceptual framework model.



(a) Independent and Dependent Variables:

The conceptual framework for the event management industry in Saudi Arabia involves analyzing independent and dependent variables to establish relationships through various research methods. Independent variables, representing causes, include the Saudi government and event management companies, while dependent variables, representing effects, involve the public and audience. The Saudi government, through policy and regulation, funding and investments, and strategic initiatives, drives the development and support of the event management industry. Event management companies contribute through innovation and creativity, capital investment, and marketing and promotion. These independent variables influence the dependent variables by increasing public participation and engagement, enhancing satisfaction and experience, and impacting cultural and social dynamics. The relationship between these variables is crucial for understanding the growth and development of the industry. Policies, funding, and strategic initiatives by the Saudi government, combined with innovation and marketing by event management companies, lead to higher public involvement and satisfaction, ultimately promoting the event management industry. This conceptual framework provides a structured approach to analyze and improve the industry, aiding in strategic planning and policy-making to achieve the desired outcomes and objectives.

(b) Mediator and Moderator Variables:

A mediating variable helps understand and describe the direct relationship between two variables, affecting the dependent variable. In contrast, a moderating variable, whether quantitative or qualitative, influences the strength of the relationship between the independent and dependent variables without being affected by them. In the conceptual framework of the event management industry in Saudi Arabia, the Saudi Government acts as a mediator by guiding the direction of the events industry and significantly impacting local citizens. Moderating variables include qualitative and quantitative factors such as social, economic, cultural, and environmental resources, potential, and quality of entertainment. These factors naturally attract local citizens by following modern trends.

(c) Cause and Effects:

In the above conceptual framework model, the independent variables, represented by the Saudi Government and event organizer companies, signify the "anticipated cause" or "chain of events." These variables, also known as explanatory or carnivore variables, automatically

describe experimental research on the event management industry, relying on the support of the Saudi Government and event organizer companies to promote event culture. In this conceptual framework for the event management industry in Saudi Arabia, the "effect" is represented by the increasing number of participants, also referred to as the feedback variable or predictor. As the number of participants grows and interest rises, it demonstrates that the independent variables (the cause) have a direct relationship with the dependent variables (the effect), evidenced by the increasing audience.

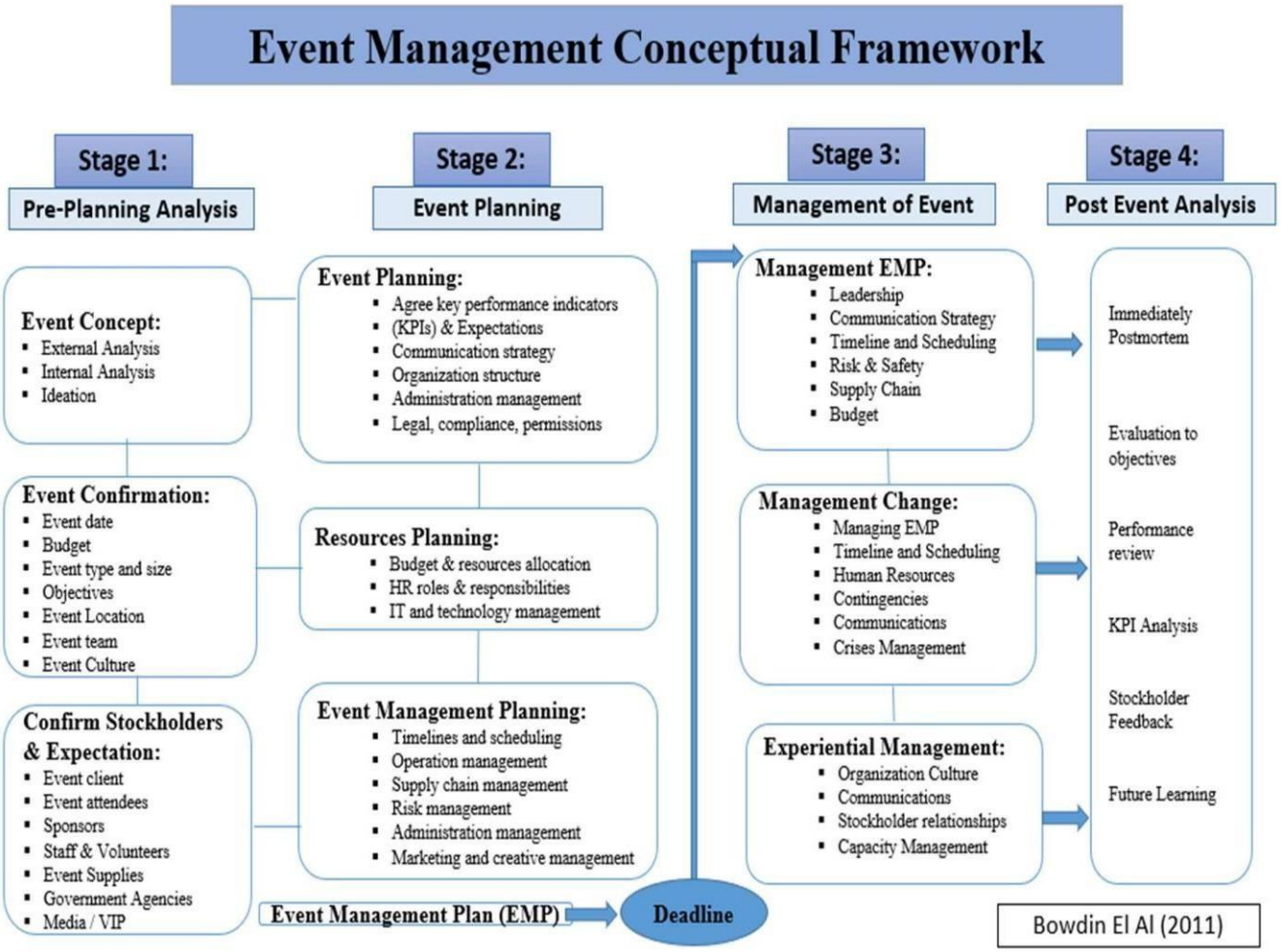
(d) Control Variables:

A control variable in the conceptual framework is known as a fixed variable in scientific experiments, held constant to minimize the impact and stabilize data experiments. Control variables test the hypothesis relationships between cause and effect and influence experimental results. The event management industry in Saudi Arabia possesses significant expertise and potential to arrange international and mega events, organizing the industry nationwide. It already has substantial experience in managing religious and cultural events.

4.2.3 Event Management Practical Conceptual Framework:

The conceptual framework aims to understand and analyze event management literature comprehensively. This study has reviewed literature chronologically and thematically, drawing from modern event management practices to build a framework that reflects global best practices. The consensus is on a robust framework model that captures the capacity and status of the event management industry in Saudi Arabia. This conceptual framework strongly considers participants, biases, activation, and procedural structure in the contemporary event management industry for further empiricism and reflection.

There are four significant steps to creating the event management conceptual framework for understanding the overall literature concept: pre-planning analysis, event planning, event management, and post-event analysis (Bowdin El Al, 2011). Details are given below:



1- Stage 1 – Pre-planning Analysis:

The conceptual framework identifies two types of pre-planning analysis in the event management industry: internal and external situation analysis. This stage involves strategic decisions to organize the event, considering political, social, economic, cultural, and environmental factors. Critical macro decisions include the event's timeline, budget management, and the potential number of attendees. Micro factors, such as event location, design, facilities, climate, stakeholder relationships, event team capacity, and on-ground operation management, are also crucial. During pre-planning, top management conducts a risk analysis and advanced evaluation and planning.

(a) Event Concept:

Event conceptual planning is a strategic and tactical process that sets the event idea, vision, aims, and objectives. It includes analyzing internal and external resources, event classifications, scale, impact, duration, and significance. This stage also involves reviewing the

economic, social, cultural, and environmental impacts of the event to achieve the desired goals and objectives.

(b) Event Confirmation:

The event confirmation stage involves confirming the event type, size, location, date, duration, budget, target audience, master plan, and event team. This step marks the transition to ground-level activities, considering culture, resources, compliance, potential, and domestic relationships.

(c) Confirm Stakeholders and Expectations:

Stakeholders and their expectations, both internal and external, are identified, including event clients, attendees, sponsors, employees, volunteers, promoters, influencers, suppliers, government institutions, and contractors. Media management, digital marketing, and social media management play significant roles throughout the event-organizing phases and stages.

2- Stage 2 – Event planning:

Event planning is divided into three parts: event planning, resource planning, and the event framework. Customizing event planning involves fund management, technology management, risk management, team management, roles and responsibilities, communication and coordination planning, content management, compliance implementation, standards and statutory obligations, health and safety, governance management, and operational deliverables monitoring and control. Media management and marketing strategies are crucial for a successful event and for handling unexpected situations.

(a) Event Planning:

Event planning begins with establishing the organizational structure, key performance indicators (KPIs), communication strategy, legal compliance, permissions, administration management, resource allocation, logistics management, infrastructure, and content management. It also includes backup plans, contingency planning, risk management, and defining individual roles for teams and meetings. Successful events rely on thorough planning and arrangements to address any contingency situations.

(b) Resource Planning:

Resource planning focuses on the allocation and practical use of event resources and

capabilities. This includes financial management and budgeting, technology management, human resources management, and defining the responsibilities of various roles. It also involves securing government support and stakeholder cooperation to organize an efficient event.

(c) Event Management Planning:

Event management planning encompasses the final ground-level activities of operation management, time management, supply chain management, marketing and creative management, risk management, team management, and health and safety management. It includes ensuring ground-level quality and control activities, practical work execution, and timely delivery management.

3- Stage 3 – During the Event:

In the conceptual framework, event management on the day of the event is divided into two parts: change management and experiential management. Poor services and lack of time management can negatively impact attendees and damage the event organizers' reputation. The team should be trained and prepared to adapt to backup plans and necessary changes. Effective resource utilization and immediate application of changes are crucial for a successful event.

(a) Event Management Planning:

During the event, effective management involves demonstrating leadership skills, implementing a communication strategy, managing time and risks, controlling the supply chain and budget, and organizing operations efficiently through backup plans and smart activities.

(b) Management Change:

Change management is essential for handling crises and managing human resources, such as audience reception, seating arrangements, facilities, entrances and exits, and artist management. It also includes crowd management and handling contingency situations with the help of internal and external stakeholders.

(c) Experiential Management:

Experiential management encompasses the organization's culture, communication, stakeholder relationships, and capacity management. It highlights the importance of previous experience and team maturity in delivering a successful event and handling the pressures of actual events, while understanding the event's value and responsibilities.

4- Stage 4 – Post-event Analysis:

In the conceptual framework of event management, post-event meetings and analysis involve key stakeholders evaluating the event based on its objectives, performance management, fundamental performance indicators, and feedback. This process helps identify strengths and weaknesses, contributing to future learning and adaptation. In the modern world, social media serves as a primary source for gathering feedback from the public and stakeholders on the event's strengths and weaknesses. Post-event evaluation and feedback from attendees and stakeholders help establish benchmarks and implement standards and best practices to achieve the organization's goals and objectives.

4.3.1 Summary:

The theoretical and conceptual framework provides a comprehensive summary of the event management industry through a concise review of theoretical concepts. The conceptual framework of events relies on four major pillars. The first is event management potential, which stands at 92.5% overall in the country, and includes resources such as entertainment activities and local support provided by the Saudi Government. The second pillar is the event vacuum and event organizers, comprising event management companies and the Saudi Government, which demonstrate their interest in local citizens. The third pillar encompasses impacts and effects, including social, economic, cultural, and environmental impacts on event participants, as detailed in the research methodology. The fourth pillar involves control and expertise, including event management teams, with all pillars being interconnected. The conceptual framework follows four major stages: pre-planning and strategic goals, event planning and resource management, event management on the day of the event, and post-event analysis to evaluate overall events and entertainment activities.

5.1.1. Results and Findings of Research:

The following are the summarized findings from the research conducted on event management opportunities in Saudi Arabia, utilizing various resources including interviews, surveys, social media, government websites, observations, and questionnaires. The research encompasses theoretical frameworks and both qualitative and quantitative methodologies to evaluate the expertise and practical experiences of participants in the event management industry.

1- Local Government Requirements.

The Saudi Government fully supports strategic planning and event organization, requiring no special permissions for public events. Events are open to everyone with a limited entry fee, exemplified by the Saudi Seasons chain of events.

2- Event Agenda.

Events are organized to align with Saudi Arabia's strategic planning and agenda, reflecting private and corporate sector interests. Saudi Seasons aim to support cultural and social initiatives, boost tourism, foster economic growth, and promote environmental development.

3- Location and site preparation.

Selecting appropriate locations is crucial for event success. The Saudi Government has identified eleven central locations in various cities to facilitate access and cater to local demands and interests, ensuring optimal venue selection.

4- Budget.

Event budgets are allocated based on event size, type, and objectives. The Saudi Government provides financial support to local entrepreneurs, encouraging innovation and attracting both local and international audiences.

5- Sponsorship.

Sponsorship from corporate entities provide financial support for events, reducing costs for organizers. The Saudi Government also sponsors events as part of the Saudi Seasons initiative, offering financial and marketing assistance.

6- Artist performance and entertainment.

Entertainment is a key draw for audiences, with Saudi Seasons featuring diverse acts including theatre, music concerts, folklore, comedy, dance, cinema, and more. Events blend local traditions with international entertainment.

7- Event Contents.

Events in Saudi Arabia showcase the country's rich cultural heritage, including Saudi

civilization, Arab traditions, and influences from Indian, European, African, and American cultures.

8- Marketing & Promotion.

Effective marketing and promotion are achieved through broadcasting, print media, social media, branding, and other strategies. The Saudi Government actively promotes events to enhance the country's social, economic, and cultural activities.

9- Participant Registration and Invitations.

Efficient registration processes and thoughtful invitations are crucial for event success. During Saudi Seasons, organizers send invitations to government and corporate attendees, as well as private institutions.

10- Box Office and virtual Facilities.

Modern ticketing systems, including online ticketing and box office services, streamline entry and enhance security. Saudi Seasons utilize advanced entry systems for efficient participant management.

11- Business Permits and Licenses.

The Saudi Government issues business licenses and permits to local and foreign companies, fostering participation in the event industry. New authorities regulate and authorize entertainment activities.

12- Contractors.

Skilled contractors are essential for venue development, cost management, and timely service delivery. The Saudi Government collaborates with contractors to ensure well-organized events.

13- Risk Management.

Identifying and mitigating risks is crucial for event success. Saudi Seasons implement effective risk management strategies to monitor and control potential issues..

14- Contingency and Backups.

Contingency planning ensures events run smoothly despite unforeseen issues. Backup

plans and quick response capabilities are integral to Saudi Seasons' event management.

15- Traffic Management.

Efficient traffic and parking management are essential during events. Public transportation is arranged to alleviate congestion during Saudi Seasons.

16- Production and Decoration.

High-quality venue decoration and production standards attract audiences. Saudi Seasons invest in venue upgrades and renovations to achieve event objectives.

17- Equipment and Fixed Assets.

Essential equipment such as lighting, sound systems, and furniture are provided by the Saudi Government to ensure event success. Heavy machinery and other assets are available at minimal or no cost.

18- Operation Management and Event Installation.

Professional operation management ensures high standards of efficiency and quality. Saudi Seasons emphasize learning, training, and quality control.

19- Security Plan.

A robust security plan ensures participant safety and effective crowd management. Saudi Arabia's peaceful environment supports secure event organization.

20- Expertise Team and Manpower.

Experienced teams lead events, implementing top management visions. Saudi Seasons provide opportunities for local talent, supported by international professionals.

21- Logistics and Essential Services.

Comprehensive logistical support is provided, including flight tickets, accommodation, transportation, food, and security services. Saudi Government ensures high-quality public services at low costs for successful event organization.

22- Waste Management.

A neat and clean environment attracts everyone, especially tourists and event participants. The event management industry relies heavily on large crowds, necessitating effective cleaning and sanitizing of venues. The Saudi Government has demonstrated its commitment to maintaining a clean environment during Saudi Seasons by implementing stringent waste management practices through private and government companies. New laws have been introduced to synchronize waste management, including storage, disposal, and safety measures for waste generated during events.

23- Catering and Food Vendors.

Modern food and beverage trends are encapsulated by the "Three S's": sustainability, style, and season. Event management experts focus on these trends while adhering to their financial budgets. Catering is crucial in shaping the attendee experience, and Saudi Seasons include food festivals and tents supported by various food vendors. Free food and water are distributed to attendees, security personnel, volunteers, influencers, prompters, ushers, the event management team, and some audience members.

24- Event dismantling and wrap up.

Dismantling an event requires mature and reliable techniques to ensure safety and protection, avoiding damage and crushing. Saudi Seasons face the challenge of safely and securely dismantling events, proving effective in this regard. Since these events are organized annually, the dismantled equipment is stored and reused for the next year, managed by private companies and the Saudi Government.

25- Cleaning and Maintenance.

Post-event, venues require immediate cleaning and maintenance to restore them to their original condition for future use. Saudi Seasons hire professional private companies and teams of cleaners and maintenance professionals to handle this task efficiently, especially when events are held in significant locations such as heritage sites and public lands.

Analysis Summary:

The event management processes in Saudi Arabia over the past seven years have incorporated these factors comprehensively. The Saudi Government has built the industry's infrastructure, including legislative changes, agenda setting, site preparation, funding, sponsorship, marketing, international entertainment, content creation, contractor engagement,

licensing, professionalism, asset investments, security planning, catering, and dismantling and cleaning efficiency. These initiatives have contributed to the long-term survival and growth of the entertainment industry in Saudi Arabia.

5.2. Data Analysis:

Saudi Seasons is a series of events and experiences that have been meticulously evaluated and appraised using multiple business theories and hypothesis models. These theories are applied based on the information and experiences of event attendees during specific events held in different locations. Event participants, including the audience and event administration teams, are motivated to celebrate, commemorate, and work within event organizing institutions.

The data collection during Saudi Seasons aims to meet the Saudi Government's objectives by evaluating various aspects such as event quality, content, cultural and traditional enrichment, intellectual entertainment, and audience satisfaction levels. The following business theories and tools were utilized for this evaluation:

1. PESTLE Analysis: This tool helps understand the macro-environmental factors affecting the event management industry in Saudi Arabia, including Political, Economic, Social, Technological, Legal, and Environmental aspects.
2. SWOT Analysis: SWOT analysis evaluates the internal strengths and weaknesses, as well as external opportunities and threats, in the event management sector in Saudi Arabia.
3. MOST Analysis: This tool focuses on Mission, Objectives, Strategies, and Tactics to align the event management industry's activities with the strategic goals of the Saudi Government.
4. CATWOE Analysis: CATWOE stands for Customers, Actors, Transformation process, Worldview, Owners, and Environmental constraints. It is used to understand different perspectives and ensure a comprehensive approach to problem-solving in event management.
5. VPEC-T Analysis: This tool analyzes the Values, Policies, Events, Content, and Trust elements within the event management industry to ensure all stakeholders' needs are met and the events are successful.

These tools collectively provide an advanced and comprehensive understanding of the current state of the event management industry in Saudi Arabia. They evaluate and assess the industry in terms of investment, operations, organization, and returns, both in the short and long term, helping to shape a robust and sustainable event management landscape.

5.2.1. PESTLE Analysis:

The PESTLE business theory stands for Political, Economic, Social, Technological, Legal, and Environmental factors. A PESTLE analysis is a business framework primarily used to initiate new businesses or worldwide foreign investments (Perera, R. 2017). It evaluates and assesses the macro environment and internal and external factors impacting a current business and market, helping understand the organization's performance and competence. In the event management industry in Saudi Arabia, PESTLE analysis aids in understanding industry growth or decline, macro environment, business status, future potential, and country direction. These factors and circumstances provide new business opportunities and platforms for any organization through tools or techniques to evaluate the event management industry in the Kingdom of Saudi Arabia.

The entertainment industry in Saudi Arabia faces significant operational challenges and opportunities frequently, such as industry profitability, trends, and rapid growth. However, it also requires high entertainment quality and facilities for the audience in the macro environment. Below is a short explanation of these factors in the event management industry in Saudi Arabia after reviewing the research methodology and previous literature references.



1- Political factors:

Political factors in Saudi Arabia are very supportive of the event management industry, encouraging short- and long-term investments and profitability targets. The kingdom's political stability and facilitation of travel and tourism services are significant advantages. The Saudi Government supports and promotes changes and flexibility in tourism regulations, a one-window bureaucracy for new investors, resource sharing and allocation, employment benefits, and rights in Saudi labor law through full political leadership support. According to Vision 2030, political leadership has a clear direction for cultural promotion. Saudi Seasons is one of the best examples of pure political projects introduced by the political leadership, marking a remarkable initiative in the modern event management industry in Saudi Arabia.

2- Economic Factors:

The country’s macro-environmental factors include import, export, inflation rate, ease of doing business, savings rate, foreign exchange rate and stability, financial market performance, business and economic cycle, growth rate, discretionary and aggregate investment contributions to the economy. Economic factors evaluate the market value in the event management industry in Saudi Arabia to assess investment returns, asset gains, residual income, financial benefits, job creation, goodwill and branding, national revenue generation, account surplus, exchange rate gains, increased reserves, discounted cash flows, and overall positive strategic impact on the country's annual income. Saudi Seasons significantly impacts the country's economic growth and addresses the unemployment gap for new job seekers. These economic and financial factors also help with strategic planning tools and opportunities for sustainable financial growth in the entertainment industry. According to Vision 2030, Saudi Arabia aims to reduce economic dependence on oil production and develop public services to generate new revenue sources, particularly by developing the tourism industry as part of national income.

3- Social Factors:

Social factors in the event management industry are top priorities in all entertainment segments. Strong social factors directly change Saudi Arabia's culture through the implementation of the events industry and entertainment initiatives with new ideas and creativity. Socialism and culturalism create overall environmental changes and have a huge impact on Saudi Arabia, setting the direction through the progressive mindset of the natives and international entertainment activities, fostering local citizen participation in global fashion and trends. Social factors include demographics, gender roles, class structure, hierarchy, social conventions, education standards, mental health, entrepreneurial spirit, and encouragement. Events and festivals positively change people’s attitudes and behavior. Saudi Seasons play a vital role in the event management industry in all of Saudi Arabia through various events and festivals. The Saudi Government plans and analyzes the social impacts of these events to promote the overall direction of the Saudi nation.

4- Technological Factors:

Technological factors always bring the impact of advancements and technological changes to the event management industry, creating awareness and marketing at individual and

country levels. The Saudi Government's main plan is to promote advanced technological usage and implement it through Saudi Seasons. Technology rapidly disrupts the event management industry, including fast transportation, communication, media approach, consumer services, electronic pricing control, modern facilities for participants, and emergency backup plans. The Saudi Government sets benchmarks for entertainment and quality, achieved through modern technology such as light and sound, online box office, event management software, mobile apps, smart technology, live translation, QR codes, virtual reality, holograms, digital photography, and event invitations.

5- Legal Factors:

In the last decades, factors always bring the impact of advancements and technological changes to the event management industry, creating awareness and marketing at individual and country levels. The Saudi Government's main plan is to promote advanced technological usage and implement it through Saudi Seasons. Technology rapidly disrupts the event management industry, including fast transportation, communication, media approach, consumer services, electronic pricing control, modern facilities for participants, and emergency backup plans. The Saudi Government sets benchmarks for entertainment and quality, achieved through modern technology such as light and sound, online box office, event management software, mobile apps, smart technology, live translation, QR codes, virtual reality, holograms, digital photography, and event invitations.

6- Environment Factors:

Environmental factors also play a vital role in the event management industry. Saudi Arabia's environment is suitable for ideal locations and perfect use of the country's resources and strength. Environmental factors include social activities, climate, natural locations, weather, humidity, greenery, air, water, waste management, recycling, pollution control, road accessibility, beaches, etc. These environmental impacts improve the atmosphere through the event management industry. The natural environment in Saudi Arabia attracts tourism and supports artificial arrangements and activities like sports, festivals, and social activities. Saudi Seasons promote and facilitate a complete environment for local citizens and tourists, leveraging Arab traditions, Middle Eastern topography, and Muslim culture.

Analysis Summary:

The PESTLE analysis evaluates the event management and entertainment industry in Saudi Arabia, providing an excellent reference for industry assessment to review the overall picture of investment options, business expansion, and collaboration opportunities. The PESTLE theory is well-suited for evaluating the entertainment industry in current circumstances, including new investments, artist performance, operations, quality control, and local entrepreneurs' outcomes. Political factors directly support the Saudi Government, economic factors are essential for investment and financial benefits, social factors are a primary purpose of these events, legal factors offer one-window support and regulations for entrepreneurs, and environmental factors are already facilitated by Saudi Seasons to achieve the top leadership’s short- and long-term goals and objectives.

5.2.2. SWOT Analysis:

SWOT an analysis is a premier business analysis tool used to evaluate a business's current status and future direction. In the context of Saudi Arabia's event management industry, it helps to understand the industry's strengths, weaknesses, opportunities, and threats at a functional ground level. This analysis is crucial for recognizing deep-rooted factors, impacts, opportunities, and challenges, thereby aiding in strategic planning and risk assessment. SWOT analysis highlights the industry's strengths, identifies gaps in opportunities, and assesses the threats that need to be addressed to ensure efficiency and effectiveness.



Strengths:

The strengths of the event management industry in Saudi Arabia include a unique event culture and traditions, an experienced event team, supportive environmental factors, and strong government backing. The industry is adept at organizing exhibitions, conferences, celebrations, traditional festivals, and modern technological events. There is a high level of technological awareness and motivation among the natives and tourists, facilitated by a skillful professional

team that efficiently uses local resources. The Saudi Seasons events have created a valuable brand and asset for attendees, leveraging an experienced and motivated team, including volunteers, promoters, students, and professionals. Efficient online processing and social media marketing tools further support event success.

Weaknesses:

However, the industry faces weaknesses such as insufficient budgeting and funding, lack of long-term event management expertise, and limited participation from rural areas. Other weaknesses include staff turnover, time management issues, operational mismanagement, inadequate training for front-line employees, inefficiencies in crowd management, and lack of quality entertainment and media management. Despite establishing events in 11 locations, many areas, including religious and convention sites, are still not covered. Additionally, Saudi Arabia lacks experience in managing international mega-events like sports tournaments, world cups, and regional games, and the event management quality in neighboring countries is comparatively low.

Opportunities:

The event management industry in Saudi Arabia offers significant opportunities for business growth, increased demand, and filling the entertainment industry vacuum to attract new visitors and tourists. The Saudi Government supports local and international entrepreneurship, creating ideal conditions for investments. These opportunities generate enthusiasm among local citizens and tourists, creating job opportunities and contributing to the gross domestic product. The industry's growth aligns with the Vision 2030 initiative, focusing on building sustainable environmental and cultural setups and improving entertainment contributions through new rules, regulations, benchmarks, and standards.

Threats:

The industry faces several threats, including economic recession, seasonal events, industry rivalry, lack of resources and skills, global competition, high raw material costs, and performance issues. Continuity and long-term planning are challenging, making it difficult for entrepreneurs to survive local market trends and predict future directions. Additional threats include political changes, legislative impacts, budget adjustments, short timelines, environmental effects, new market demands, loss of resources, economic conditions,

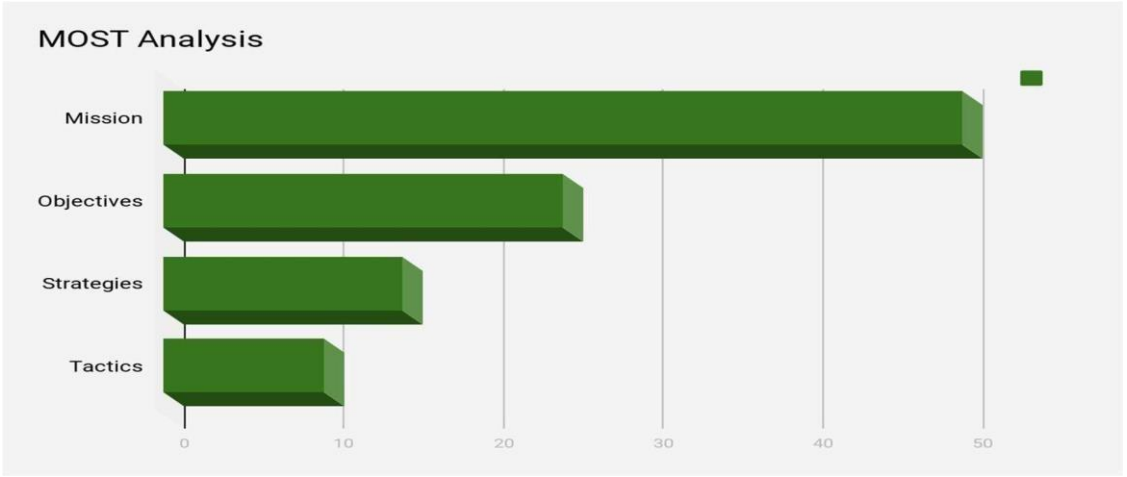
purposeless events, change management, and shifts in targets or directions.

Analysis Summary:

The SWOT analysis provides a comprehensive evaluation of the event management industry in Saudi Arabia, highlighting strengths, identifying areas for improvement, and recognizing opportunities and threats. Strengths include robust government support, economic benefits, and social opportunities. Weaknesses focus on operational and managerial challenges. Opportunities are abundant in social, economic, environmental, and cultural contexts. However, threats such as rivalry, climate challenges, and market uncertainties need to be addressed to ensure the industry's growth and sustainability.

5.2.3. MOST Analysis:

To review and analyze the status and standing of the event management industry in Saudi Arabia, maintaining overall goals and objectives, and turning them into a conclusive picture through decisions, actions, and transitions, the MOST business theory and tools are highly effective. MOST stands for Mission, Objective, Strategy, and Tactics. This analysis provides a comprehensive understanding of the Saudi Government’s mission, objectives, strategies, and tactics. The Saudi Seasons chain of events exemplifies how these actions are implemented to achieve the desired goals and objectives.



Mission:

The mission of Saudi Arabia’s event management industry is multifaceted, aiming to:

1. **Socialize Saudi Culture:** Promote and preserve the unique cultural heritage and traditions

of Saudi Arabia, making them accessible and engaging for both locals and international visitors.

2. **Stimulate Economic Growth:** Boost the national economy by creating new job opportunities, attracting foreign investments, and increasing domestic spending through tourism and events.

3. **Generate Revenue:** Boost the national economy by creating new job opportunities, attracting foreign investments, and increasing domestic spending through tourism and events.

4. **Create New Jobs:** Provide employment opportunities in various sectors related to event management, including hospitality, logistics, entertainment, and marketing.

5. **Improve the Life Cycle of Local Citizens:** Enhance the quality of life by providing diverse entertainment options, promoting social interaction, and fostering a sense of community.

6. **Support New Entrepreneurs:** Facilitate the growth of local businesses and startups by providing platforms for exposure, networking opportunities, and financial support.

The Saudi Government's Vision 2030, spearheaded by Crown Prince Mohammed Bin Salman (MBS), encompasses these goals. The vision emphasizes strategic planning, innovation, investment, professional expertise, resource utilization, and effective implementation of functions to transform these missions into reality.

Objectives:

The objectives set by the Saudi Government for the event management industry are critical steps toward achieving the broader mission. They are:

1. **Socialism Objectives:**

- Create a friendly and inclusive atmosphere that encourages social interaction and positive behavior within the community.
- Foster a sense of belonging and unity among diverse demographic groups.

2. **Environmental Objectives:**

- Preserve natural resources and promote sustainable practices within the event management

industry.

- Highlight and protect Saudi Arabia's natural heritage and landscapes through eco-friendly events.

3. **Economic Objectives:**

- Enhance the financial well-being of citizens by providing job opportunities and stimulating local businesses.
- Contribute to economic stability and growth by diversifying income sources beyond oil revenues.

4. **Cultural Objectives:**

- Promote Saudi culture and traditions both locally and internationally, showcasing the nation's rich heritage.
- Encourage the participation of citizens in cultural events, fostering national pride and cultural appreciation.

5. **Global Image and Goodwill:**

- Enhance Saudi Arabia's international reputation as a vibrant, welcoming, and culturally rich destination.
- Showcase the country's advancements and modernization efforts through well-organized and high-profile events.

6. **Tourism Development:**

- Emulate successful tourism models from other regions to position Saudi Arabia as a leading destination in the Middle East.
- Develop infrastructure and services to support increased tourist inflow and provide exceptional visitor experiences.

Strategies:

The Saudi Government has introduced various strategies to ensure the successful

implementation of the objectives. These strategies include:

1. **Advanced Planning:**

- Implementing robust planning mechanisms to organize events that cater to diverse audiences and interests.
- Ensuring meticulous attention to detail in logistics, safety, and participant experience.

2. **Saudi Seasons Chain of Events:**

- Establishing a series of themed events throughout the year, covering all seasons (summer, winter, autumn, spring) to maintain continuous engagement.
- Including a mix of cultural, sports, entertainment, and educational events to appeal to various demographics.

3. **Modern Standards and Best Practices:**

- Adopting international best practices and standards in event management to ensure high-quality and memorable experiences.
- Leveraging technology and innovative solutions to enhance event planning, execution, and participant satisfaction.

4. **Regional Adaptation:**

- Tailoring events to suit the specific cultural, social, and environmental characteristics of different regions within Saudi Arabia.
- Promoting local traditions and customs while integrating modern entertainment elements.

Tactics:

The tactics employed by the Saudi Government to achieve these strategies are practical and targeted, ensuring effective implementation. These tactics include:

1. **Addressing Entertainment Gaps:**

- Identifying and filling gaps in the local entertainment market to meet the demands and

preferences of Saudi citizens and tourists.

- Providing diverse and engaging entertainment options to reduce the need for citizens to seek entertainment abroad.

2. **Tourism Competition:**

- Enhancing Saudi Arabia's competitive edge in the regional tourism market by offering unique and high-quality events and experiences.
- Attracting international tourists through strategic marketing and promotional campaigns.

3. **Resource Utilization:**

- Maximizing the use of available resources, including financial, human, and technological assets, to organize successful events.
- Ensuring efficient allocation and management of resources to deliver cost-effective and impactful events.

4. **Revenue Generation:**

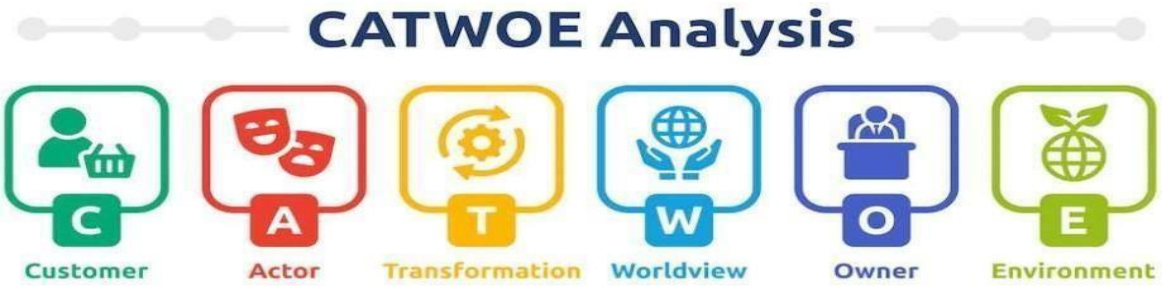
- Implementing revenue-generating activities within events, such as ticket sales, sponsorship deals, and merchandise.
- Developing sustainable business models that ensure long-term profitability and growth for the event management industry.

Analysis Summary:

The MOST analysis business theory is a valuable tool for understanding the strategic framework of the event management industry in Saudi Arabia. It highlights the mission of fostering cultural, economic, and social growth; the objectives of enhancing quality of life and promoting Saudi heritage; the strategies of organizing diverse and high-quality events; and the tactics of addressing market gaps and leveraging resources. This comprehensive approach ensures the successful development and sustainability of the event management industry, aligning with Vision 2030 and positioning Saudi Arabia as a leading destination for entertainment and cultural experiences.

i. CATWOE Analysis:

CATWOE is an acronym that stands for Customer Actor, Transformation, Worldview, Owner, and Environment. It is a business theory and analytical tool that provides a comprehensive framework for decision-making by summarizing the overall picture of a business and identifying solutions to various organizational problems. This analysis is particularly effective for understanding the event management industry in Saudi Arabia.



Customers:

In the event management industry in Saudi Arabia, the customers are the event participants and audience members who are entertained and derive benefits from these events. A deep understanding of the participants' demographics, interests, budgets, and professions is essential. This information aids event organizers in selecting the appropriate entertainment, setting ticket prices, and tailoring event content to match audience preferences. By addressing the attendees' needs and ensuring their satisfaction, organizers can foster a positive event experience. The Saudi Seasons initiative reflects the desires of Saudi citizens and residents, aiming to fill the entertainment gap in the country.

Actors:

Actors in this context include the expert team of event organizers and all those involved in the operational management of events, such as top-level management, managers, CEOs, volunteers, and other stakeholders. These individuals are responsible for executing ground-level problem-solving and implementing solutions promptly. The event organizers in Saudi Seasons are committed professionals with diverse international experience. The strategic involvement of political leadership by the Saudi Government underscores the importance of achieving the goals and objectives set for these events.

Transformation:

Transformation refers to the core processes that directly affect customers, such as the delivery of products or services. In the event management industry, the quality of entertainment and artist performances are critical transformation elements that attract and engage the audience. High-quality entertainment ensures that attendees enjoy the event and leave with a positive experience. Saudi Seasons place a strong emphasis on diverse forms of entertainment, including art and culture, music concerts, festivals, sports competitions, dance shows, stand-up comedy, and other public events held across the country.

Worldview:

The Worldview in the event management industry encompasses the overall impact and broader effects on event participants and the audience. The primary objective is to change the mindset of Saudi residents by alleviating stress, nurturing cultural appreciation, promoting liberal thinking, and embracing global trends and multiculturalism. The Saudi Seasons aim to achieve these social, cultural, economic, and environmental goals, thereby enhancing the entertainment sector and boosting travel and tourism.

Owner:

In the CATWOE framework, the owner represents the Saudi Government, which plays a pivotal role in developing and steering the event management industry in Saudi Arabia. The government monitors and controls the industry's growth, providing a clear direction and framework to ensure social and economic benefits. By establishing a culture of events and festivals, the Saudi Government aims to set benchmarks for neighboring countries and participate in global mega-events, laying the groundwork for future growth and sustainability.

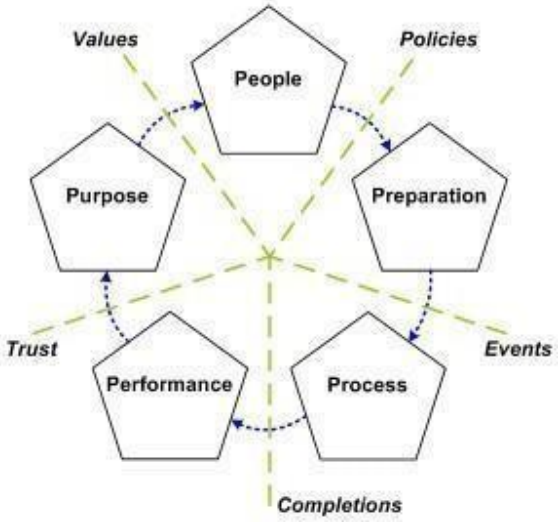
Environment:

The environment for the event management industry includes the societal and cultural context within which events are held. It involves fostering a culture of participation in events and festivals, supported by government policies, business opportunities, media support, promotions, and regulations. The Saudi Government has already provided substantial support, including financial regulations, legislation, and resource allocation, to create a conducive environment for the industry's success.

Analysis Summary:

CATWOE analysis provides a thorough understanding of the direction and challenges faced by the event management industry in Saudi Arabia. Customers are identified as the event participants whose satisfaction is crucial. Actors, including top and middle management, lead the event teams. Transformation focuses on delivering high-quality entertainment. The worldview captures the broader impact on participants and society. Owners, represented by the Saudi Government, guide the industry's development, while the environment encompasses the supportive societal and regulatory framework. This analysis offers clear guidance and direction, helping the industry achieve its targets and enhance its overall effectiveness.

ii. VPEC-T Analysis:



VPEC-T stands for Values, Policies, Events, Content, and Trust. This analysis framework helps stakeholders in the event management industry in Saudi Arabia make informed decisions regarding venue selection and participant engagement, while also assessing multiple expectations and perceptions about the industry. The VPEC-T theory provides a conceptual model and framework for understanding the interaction between participants and organizers through event attendance, information, study, and addressing obstacles. Below is a detailed explanation of each VPEC-T component as applied to the event management industry in Saudi Arabia.

Values:

The values in the event management industry in Saudi Arabia are foundational to its cultural and economic growth. These values are not only about social and behavioral codes but also about fostering creativity, innovation, and honor for citizens through entertainment. Saudi Seasons exemplify this by aligning with the community's values and beliefs, addressing current affairs, human rights, employee satisfaction, and stress relief through entertainment. Additionally, the economic values include revenue generation, capital investment, resource allocation, job creation, tourism attraction, and meeting public demand, thereby enhancing the country's economic stability.

Policies:

Internal and external policies govern the actions of event management, ensuring that events meet specific criteria set by the Saudi Government. These policies facilitate the organization of Saudi Seasons, addressing public demands and regulatory requirements. Policies in Saudi Arabia are designed to reflect social and behavioral norms, providing clear guidelines and instructions for entertainment standards and future directions. They ensure that events are conducted within legal frameworks and adhere to cultural and ethical standards.

Events:

Event activities in Saudi Arabia involve creating, developing, and coordinating event concepts to address social, cultural, environmental, and economic concerns. The Saudi Seasons, a chain of events organized across various cities, aim to achieve these objectives. Event activities encompass size, site selection, target audience, planning, management, accessibility, content, and objectives. These events are strategically planned to ensure inclusivity and cater to diverse populations, promoting a positive and dynamic entertainment environment.

Content:

Content is the backbone of any successful event, providing a clear message and understanding of the event's objectives to the audience. The event management industry in Saudi Arabia curates content that reflects modern trends while incorporating a touch of Western entertainment and international quality. Saudi Seasons feature diverse content representing local communities and multiple cultural environments, ensuring it aligns with the country's values, ethics, and empowerment. The content is designed to resonate with the local population and enhance their overall event experience.

Trust:

Trust between event participants and organizers is crucial. The event's content, purpose, and objectives must align with what was promoted during invitations to prevent disappointment. Saudi Seasons build trust by ensuring that the entertainment and services provided meet or exceed participants' expectations. This includes adhering to policies, maintaining high service quality, and ensuring credibility. The event management industry in

Saudi Arabia has successfully established a high level of trust among attendees by consistently delivering on promises and maintaining a reliable and enjoyable experience.

Analysis Summary:

VPEC-T analysis provides a comprehensive understanding of decision-making processes and participant opinions in the event management industry in Saudi Arabia. Values emphasize social, behavioral, and economic aspects that shape the entertainment environment. Policies and procedures support the industry's growth and alignment with governmental objectives. Events focus on delivering high-quality entertainment and achieving strategic goals. Content highlights cultural values, market demand, and audience needs. Trust is essential for maintaining credibility and satisfaction among participants. This framework helps predict future trends and demands, ensuring that the industry continues to thrive and meet its objectives.

By applying the VPEC-T analysis, stakeholders can effectively evaluate and enhance the event management industry's performance, ensuring a robust and dynamic entertainment sector in Saudi Arabia.

5.3.1. Key Findings and Answers of research Questions:

This dissertation's key findings offer a comprehensive understanding of the roles, facts, and answers to pivotal questions uncovered during the research. The findings are interpreted through various logics, facts, observations, evidence, and hypothesis data. Below are the questions posed in the introduction about the event management industry in Saudi Arabia, along with the research findings.

Research Question 1: What are the significant gaps, opportunities and occasions in the event management industry in Saudi Arabia?

Event Management Gaps in Saudi Arabia:

There are vast opportunities for entrepreneurship and favorable international economic and business conditions in Saudi Arabia's event management field. These opportunities extend to promoting culture and heritage tourism, providing equal chances for local entrepreneurs and multinational investors, and achieving economic targets with high-income potential for professionals.

Event Management Opportunities in Saudi Arabia:

Saudi Arabia has opportunities for entrepreneurship and favourable international economic and business conditions in the event management field. Saudi Arabia has opportunities for tourists from Saudi Arabia for culture and heritage promotion. These opportunities are equal for local entrepreneurs and multinational investors for ease of doing business and wealth creation to achieve the economic targets and high-income potential for professionals.

Event Management Occasions in Saudi Arabia:

Numerous occasions for event management include Saudi Seasons, national and calendar celebrations, cultural festivals, Saudi art and folklore, exhibitions, religious and spiritual heritage, traditional celebrations, private parties, tribute events, awards and seminars, sports events, and various other events.

Research Question 2: What are the significant challenges and obstacles faced in the event management industry in the Saudi Arabia market?

Environmental Issues:

The environment for event management in Saudi Arabia consists of natural and artificial aspects. Natural attractions are limited, while artificial entertainment like skydiving, scuba diving, parks, concerts, sports tournaments, festivals, and cultural activities are still developing.

Limited Entry Options for Tourists:

Current legislation for travel and tourism is limited, with restricted visa options for international visitors. The process is expected to improve, making entry into Saudi Arabia more straightforward.

Global and Regional Competition:

Saudi Arabia faces competition from neighboring countries excelling in tourism and event management, such as the UAE, Egypt, and Qatar. Despite being a religious tourism hub, Saudi Arabia is not in the global top ten for tourism.

Limited number and Size of Event Venues:

Saudi Arabia has a limited number of venues for large-scale events compared to other countries, affecting the ability to host mega-events

High-Cost Technology and Advancements:

Saudi Arabia imports event management technology and requires professional training to effectively utilize these technologies, adding to the high costs.

Research Question 3: What is the collision of the event management industry with the country's economy and business?

The event management industry significantly impacts Saudi Arabia's economy, aligning with Vision 2030 to reduce oil dependency and develop the public service sector. Key impacts include job creation, increased GDP, investments, wealth creation, ease of doing business, increased foreign reserves, and national income growth. The implementation of a 15% VAT also contributes to economic stability.

Research Question 4: How does Saudi Arabia introduce modern fashion trends and international entertainment activities?

Adaptability and Social Flexibility:

Saudi Arabia has demonstrated adaptability in social and cultural habits, embracing modern trends and international entertainment activities. This flexibility is evident through travel, education, and business engagements with Western countries.

Women's Modest and Contribution:

The Government has allowed more freedoms for women, such as driving and participating in sports, reflecting a shift towards modern fashion and trends

Fashion and Trends Sense:

The Saudi Government prioritizes modernizing citizens through entertainment, promoting a sense of fashion and trends among the younger generation.

Research Question 5: What are successful planning steps and procedures for event management?

Successful event management involves several planning steps and procedures, including:

1. Defining event ideas, vision, goals, and planning
2. Building and organizing the event team
3. Budgeting and forecasting.
4. Managing funds and financial services
5. Coordinating artist performances and entertainment
6. Setting dates and selecting venues
7. Planning marketing strategies
8. Selecting event technology and tools
9. Partnering with vendors
10. Managing operations and quality control
11. Providing logistics and essential services
12. Overseeing activities during the event
13. Dismantling and obtaining feedback Evaluating and assessing the event

Research Question 6: What are the drawbacks and lack of professional skills and expertise toorganize an event?

Some identified drawbacks and skill gaps include:

1. Financial management issues
2. Poor venue selection
3. Low event turnout due to communication failures
4. Inadequate crowd management skills
5. Ineffective supplier and vendor selection
6. Low-quality reception and guest attention
7. Low participation rate
8. Complicated catering logistics
9. Technological issues and lack of backup plans
10. Weather-related challenges
11. Last-minute cancelations
12. Difficulty finding sponsors
13. Poor time management
14. Ignoring minor details

Feeling overwhelmed with planning

Research Question 7: What criteria need to be considered when selecting an event location?

Key criteria for selecting an event location include:

1. Nature of the event.
2. Cost and logistics
3. Location
4. Goodwill
5. Atmosphere
6. Desired Ambiance
7. Services, amenities, and technical arrangements.
8. Capacity and seating availability
9. Indoor and outdoor spaces and functions
10. Parking and proximity to transportation options.
11. Security
12. Layout
13. Accessibility
14. Accessible for persons with disabilities and special needs
15. Restrictions
16. Branding and signage
17. Insurance
18. Acoustics
19. Overall environment
20. Flexibility on the event date

Research Question 8: How to set an event management industry benchmark in Saudi Arabia?How do we implement standards and guidelines?

Benchmarking:

Saudi Arabia benchmarks against Dubai, analyzing its success and best practices in entertainment, media, and events management to set industry standards.

Implementing Standards and Guidelines:

Saudi Arabia aims to learn from trends, processes, guidelines, benchmarks, and best practices. This involves hiring top professionals, staff training, and applying academic guidelines through experiences like Saudi Seasons to enhance industry quality.

Research Question 9: What marketing techniques and best practices do the Saudi Governmentneeds to use?

Effective marketing techniques include:

1. Using guest speakers
2. Livestreaming events
3. Promoting through owned media channels
4. Creating buzz with countdowns
5. Running social media ads
6. Ensuring accessibility
7. Encouraging participant sharing
8. Running email campaigns
9. Using a marketing calendar
10. Communicating benefits Mapping the attendee journey
11. Utilizing traditional media
12. Creating advertising materials
13. Promoting at other events
14. Creating an event website
15. Using pop-ups and landing pages
16. Blogging about events
17. Promoting FOMO
18. Offering incentives
19. Soliciting sponsors
20. Creating new branding
21. Remarketing online
22. Purchasing promotional space
23. Encouraging user-generated content

Research Question 10: How do you make an event successful, and how did you measure and compare that success?

A successful event involves:

1. Profitability and ROI
2. The number of attendees
3. Satisfaction and motivation levels
4. Employee and stakeholder satisfaction
5. Organizer satisfaction
6. Self-comparison
7. Learning and knowledge levels
8. Long-term results measurement
9. Progress tracking
10. Peer reviews
11. Time and resource measures
12. Conducting with dignity and honor

Successful events meet goals and objectives set by top management, covering economic, social, cultural, heritage, and environmental activities. They generate returns, attract attendees, and create a positive cultural and environmental impact.

6.1. Discussion:

The discussion section is crucial for reviewing and analyzing the results and outcomes of various processes and procedures within the event management industry in Saudi Arabia. It reflects on the context provided by the literature review and empirical findings from the research methodology. This section discusses suggestions, arguments, standards, best professional interpretations, implications, limitations, and recommendations for future research.

In this research, the outcomes are evaluated across multiple categories on both professional and academic grounds. These research results, encompassing both quantitative and qualitative methods, utilized various research instruments and techniques such as interviews, surveys, observations, and studies. These resources were applied to evaluate the "Events Management opportunities in Saudi Arabia" through the experience of Saudi Seasons for

participants and the application of business theories to determine final results and outcomes.

Empirical Findings and Literature Context

The empirical findings in this research align with the broader literature on event management and highlight significant trends and insights specific to Saudi Arabia. The Saudi Seasons initiative provides a practical framework for understanding the potential and challenges within the country's event management sector. The integration of quantitative data (surveys and statistical analysis) and qualitative insights (interviews and observations) offers a comprehensive understanding of the industry's dynamics.

Suggestions and Arguments

Based on the research findings, several suggestions and arguments can be made:

- **Enhanced Training and Professional Development:**

To address gaps in expertise and management skills, it is recommended that ongoing professional development and training programs be implemented for event management professionals in Saudi Arabia.

- **Infrastructure Investment:**

Further investment in infrastructure, particularly in the development of large-scale event venues and advanced technological capabilities, will support the growth and sophistication of the event management industry.

- **Policy and Regulatory Support:**

Streamlining policies and regulations to facilitate easier access for international participants and organizers will enhance the global competitiveness of Saudi Arabia's event management sector.

- **Cultural Integration:**

Events should continue to reflect the rich cultural heritage of Saudi Arabia while integrating modern entertainment trends to attract diverse audiences.

Best Professional Interpretation and Standards

The best professional practices and standards in the event management industry emphasize the importance of meticulous planning, effective resource management, and a deep understanding of audience preferences. Saudi Seasons exemplifies how a strategic approach to event planning and execution can lead to successful outcomes

Implications

The research has several implications for both practitioners and academics in the field of event management. For practitioners, the findings highlight the importance of adopting best practices and continuous improvement in event planning and execution. For academics, the research provides a basis for further exploration into the unique challenges and opportunities within the Saudi Arabian context.

Limitations

While the research offers valuable insights, it is important to acknowledge its limitations. These include the relatively short timeframe of the Saudi Seasons initiative, which may not capture long-term trends, and the potential biases in participant responses. Additionally, the study primarily focuses on larger urban centers, which may not fully represent the diverse regional dynamics within Saudi Arabia.

Recommendations for Future Research

Future research should consider a longitudinal approach to capture the evolving trends in the event management industry in Saudi Arabia. Additionally, expanding the scope to include rural and less-developed areas will provide a more comprehensive understanding of the industry's impact. Further studies could also explore the role of digital and hybrid events, especially in a post-pandemic world.

Conclusion

The discussion highlights the transformative potential of the event management industry in Saudi Arabia, driven by initiatives like Saudi Seasons. By addressing gaps and leveraging opportunities, the industry can significantly contribute to the country's economic, cultural, and social development. The insights gained from this research provide a roadmap for

both practitioners and policymakers to enhance the effectiveness and impact of event management in Saudi Arabia.

6.1.1. Event Management Standards and Practices:

Implementing improvements in the event management industry in Saudi Arabia will enhance its ability to organize mega-events and compete in the international market. This section provides an overview of essential event management processes and procedures in a customized format, offering a brief summary and a checklist to use before starting an event.

1- Event vision, goals and planning:

Establishing the event's vision, goals, and planning is the first step. This involves setting strategic objectives, targeting the audience, determining the type of entertainment, selecting the location and duration, and developing a master plan for implementation and administration.

Checklist:

(a) Event idea and vision
(b) Goals and objectives
(c) Type of event or event title
(d) Event Master plan
(e) Event date and schedule
(f) Target audience and invitees
(g) Event location
(h) Event duration

2- Build group planning and organize the ultimate event team:

After confirming the event, the next stage involves planning with the team, evaluating resources, managing time, defining roles and responsibilities, assessing risks, and creating backup plans. The event manager designs and plans the event layout to lead the team effectively.

Checklist:

(a) Project Manager
(b) Coordination staff
(c) Infrastructure and contents

(d) Create event design, site and floor plans
(e) Evaluation of internal and external resources capability
(f) Individual roles and segregation of duties
(g) Key stakeholders and engagement of councilors
(h) Sponsors and partners
(i) Back up plans
(j) Contingency planning
(k) Risk management
(l) Meetings and briefings

3- Event Budgeting and forecasting:

Budgeting is critical for planning quality events. It includes managing the venue, entertainment, production, food and beverage, marketing, equipment rentals, and other expenses. It also covers contingency and miscellaneous expenses.

Checklist:

(a) Venue budget management
(b) The local performance or international entertainment
(c) Production and installation
(d) Stage and arch
(e) Food and beverage
(f) Backstage supplies and artist management
(g) Decoration and setup
(h) Branding, marketing, advertisement and media coverage
(i) Light and sound
(j) Equipment and furniture rentals
(k) Carpets and curtains
(l) Insurance and permits (If applicable)
(m) Medical and emergency services
(n) Logistics, flights, hotel, transportation and per diems etc
(o) Communication and coordination
(p) Staff and Administrative
(q) Workforce including security, cleaners, volunteers, promoters, labour etc
(r) Technical expertise and professionals

(s) Miscellaneous

4- Fund Management and Financial services:

Effective financial management ensures timely payments and resource allocation. The finance team must manage incoming and outgoing funds, issue payments, and ensure all financial transactions align with the event's progress.

Checklist:

(a) Collected quotations.
(b) Vendor comparison statements
(c) Issue Purchase orders
(d) Singed the contracts with Vendors
(e) Issue down payments to Vendors
(f) Receive and record Invoices
(g) Stage completion confirmation and issue partial payments during the work
(h) Work done confirmation letters and closed vendor accounts.
(i) Funds update and budget variance
(j) Update financial reports with revenue, costing, receivable and payables

5- Artist performance and entertainment:

Selecting and managing artist performances is crucial for event success. Ensuring all necessary supplies and support are provided is essential for a smooth performance.

Checklist:

(a) Contents
(b) Stage setup
(c) Arrive early
(d) Tools and Supplies check
(e) Equipment testing
(f) Media attendance
(g) Time management
(h) Crowd management
(i) Security

6- Set the event date and pick the venue:

Choosing the right date and venue is critical for event success. Consider venue location, climate, holidays, and facilities to ensure maximum participation.

Checklist:

(a) Time evaluation
(b) Holiday checks
(c) Date checks for VIP guests
(d) Weather and climate review
(e) Venue accessibility and facilities
(f) Venue confirmation

7- Event management marketing planning and executions:

Marketing and promotion are essential for attracting attendees. Start marketing early to build interest and awareness about the event.

Checklist:

(a) Publicity and media
(b) Posters, flyers and banners
(c) Email marketing
(d) Digital Marketing
(e) TV, Radio and newspaper promotions
(f) Promotions and influencers
(g) Brochures and leaflets
(h) Social media marketing
(i) Photos and videos
(j) Blog posts
(k) Contests and giveaways
(l) Sponsorships

8- Select the technology and tools:

Using advanced technology enhances the event experience. Choose tools that provide innovative and sustainable solutions.

Checklist:

(a) Event Name
(b) Theme and logo
(c) Branding typography
(d) Box office registration and ticket booking
(e) Digital signing software
(f) Livestreaming and web conferencing
(g) Marketing automation
(h) Attendee experience tools

9- Finding Partners and Vendors:

Selecting reliable partners and vendors is vital for the event's success. Ensure they meet quality standards and deadlines.

Checklist:

(a) Vendor quotations
(b) Vender selection and standards
(c) Work quality and timelines
(d) Delivery and handover
(e) Quality assurance

10- Operation Management and Quality Control:

Managing operations and quality control is critical for a successful event. It involves coordination, decision-making, compliance, and risk management.

Checklist:

(a) Coordination with top management and staff
(b) Coordination with vendors
(c) On-site decision making
(d) Budget and financial review
(e) Risk assessment
(f) Compliance management
(g) Quality control

(h) Contract completion

11- Logistics and Essential Services:

Ensuring logistics and essential services are in place is crucial for event success. Plan for timely delivery and backup services.

Checklist:

(a) Light and sound
(b) Security
(c) Health and Safety
(d) Food and Beverage
(e) Event supplies
(f) Equipment and tools
(g) Housekeeping
(h) Transportation and courier
(i) Staffing

12- During the Event activities:

Managing activities during the event requires quick and efficient handling of various tasks to ensure smooth execution.

Checklist:

(a) Parking facilities
(b) Restricted areas management
(c) Police, traffic and security control
(d) Equipment testing
(e) Guest reception
(f) Stage setup
(g) Facilities guarantees
(h) Sitting arrangements
(i) Prize announcements
(j) Event execution and time management
(k) See off all guests and artist

13- Event dismantling and feedback:

Dismantling the event and collecting feedback is essential for evaluating performance and planning future events.

Checklist:

(a) Event dismantling
(b) Equipment wrap-up
(c) Waste management
(d) Post-event activities
(e) Success measurement
(f) Thanking partners and stakeholders
(g) Attendees feedback

14- Event Evaluation and assessment:

Evaluating the event involves analyzing various business theories and feedback to understand the event's success and areas for improvement.

Checklist:

(a) Update websites
(b) Highlight videos and pictures
(c) Social media postings
(d) Phone calls and emails to attendees
(e) Post-event surveys
(f) Areas for improving the future events
(g) Budget and financial evaluation
(h) Evaluate KPIs

Summary:

These event standards and practices, derived from research findings, provide a general checklist applicable to various event categories. They offer guidance for organizing festivals, sports events, music concerts, and other entertainment activities. These standards improve the quality of event organization and serve as a reminder of essential steps, helping top leadership oversee team performance and duty segregation.

6.2.1. Implications of the research:

Research implications of the event management industry findings and outcomes are essential for theory and practice. Research implications conclude results and describe the essential outcomes for theoretical and practical after the research evaluation and final results are entirely successful. This research reviews the SaudiArabia Event management industry from many perspectives, customized and squeezed into two implications, theoretical and practical, explained below.

6.2.2. Theoretical Implications

The theoretical implications of the findings in the event management industry in Saudi Arabia encompass a wide range of social, cultural, economic, and environmental impacts. These implications stem from an extensive review of international event management strategies, historical perspectives, frameworks, literature, standards, best practices, analyses, benchmarks, strengths, weaknesses, gaps, policies, procedures, and methodologies. The research introduces new ideas and materials, building on existing academic and professional theories to enhance the event management industry's theoretical foundation.

Event management theory covers a comprehensive array of functions, including vision, planning, budgeting, coordinating, operating, marketing, administration, communication, supervising, dismantling, assessing, and evaluating events. The theoretical implications provided in this dissertation are valuable for new entrepreneurs, investors, government entities, private companies, event organizers, students, and executives engaged with this industry. These theoretical insights aim to drive perfection, improvement, and progression towards organizing mega-events, maximizing profitability, enhancing satisfaction, and maintaining dignity. Additionally, they contribute to evaluating and authenticating existing literature and academic theories, enriching the conceptual understanding and recognition within the field.

6.2.3. Practical Implications

The practical implications for the event management industry in Saudi Arabia are crucial for professionals and experts aiming to understand diverse event management strategies, policies, procedures, standards, and training. These implications emphasize comparing traditional methods with modern approaches to evaluate various outcomes, optimize

resource allocation, and implement best practices.

Practical implications focus on on-ground event management experiences and practices. The Saudi Seasons initiative exemplifies this by addressing market gaps, demands, and requirements. Through the successful implementation of international best practices, event management standards, advanced work mechanisms, and high-quality entertainment, the Saudi government has achieved its goals and objectives. Event participants have shown great interest and positive responses to these events, appreciating the government's arrangements and initiatives.

6.2.4. Reasons and Implications of Saudi Arabia Location:

Saudi Arabia holds significant potential in the event management industry due to several logical reasons, including the existing industry vacuum, the need for high-quality entertainment, the residents' high purchasing power, government financial support, and high return on investment opportunities. Key factors highlighting Saudi Arabia's potential in the event management industry are:

1- Event Management Industry Vacuum:

There is a noticeable gap in the event management industry within the region, offering opportunities for development and growth.

2- High-Quality Entertainment Requirements:

The demand for high-quality entertainment is growing, driven by the local population's increasing appetite for diverse and engaging experiences.

3- High Purchasing Power of Residents:

The financial capacity of Saudi residents supports the viability and profitability of the entertainment and event management industry.

4- Saudi Government Financial Support:

The government's strong financial backing and strategic initiatives, such as Vision 2030, provide a robust foundation for industry growth.

5- High Return on Investment Opportunities:

The burgeoning event management sector presents lucrative investment opportunities for both local and international investors.

6- High return on Investments

Saudi Arabia has introduced and launched a new market for local and international entrepreneurship with the full support of Saudi government authorities to avail ideal opportunities for investments and business conditions. These opportunities are equal and one window process for local entrepreneurs and multinational investors for ease of doing business and wealth creation to achieve economic targets and high-income potential.

7- Brand loyalty and trust

An entertainment brand is more than a logo, following, and corporate reputation worldwide. It shows powerful opportunities to generate an emotional, and long-lasting meaningful connection with the audience and participants. It sometimes becomes a fanatic fan following for event attendees. International event management companies and entertainment introduction in Saudi Arabia can build trust which has an important asset and incredibly valuable for a startup to survive in the long term.

The above reasons and implications can be elaborated on in many other factors and causes to explain the bestlocation in Saudi Arabia for business opportunities for new event management companies. One of the top reasons is the Saudi Government's financial support, market vacuum, high return investment and start- up connections to keep deep roots of events business in Saudi Arabia.

Analysis Summary:

By leveraging these factors, Saudi Arabia is well-positioned to establish itself as a leading destination for event management, attracting global attention and fostering economic and cultural development through successful event execution.

6.2.1. Implications for International Entertainment:

The implications for international entertainment companies entering the Saudi Arabian event management market are multifaceted, involving strategic decisions related to location

selection, investment approaches, partnerships, and understanding local culture. These considerations are crucial for successfully capturing market opportunities and ensuring sustainable business operations. Detailed below are the key factors and strategies for international entertainment companies:

1- Approach and networking in Saudi Arabia:

World-class entertainment companies must thoroughly understand Saudi Arabia's culture and event management opportunities. Building a robust network within the country is essential for launching a successful entertainment business. This network can be established through social media, marketing, local event planners, and media partners, creating a wide-reaching fan following and engaging the local audience effectively.

2- Partner with local experts:

International event management companies should form initial partnerships with local experts to gain support and advice for managing events in Saudi Arabia. These partnerships can include liaisons with Saudi event management partners, assistance with site or location selection, and highlighting event destinations. Additionally, collaborating with private venues, hotels, and offices can facilitate the organization of successful events.

3- Direct investment market entry strategy:

Foreign direct investment (FDI) offers multiple avenues for international event management companies to invest in the Saudi entertainment market. Companies can establish subsidiaries, acquire existing local companies, or invest directly in entertainment ventures. The success of neighboring countries, such as Dubai, in the event management industry serves as a model for similar achievements in Saudi Arabia..

4- Mergers, accusations and Joint Ventures:

Three primary gateways for international investment in the event management industry include setting up subsidiaries, merging with or acquiring existing local companies, and initiating joint ventures with local firms. Saudi Arabia's foreign investments often operate as subsidiaries, providing a stable framework for international companies to establish a presence in the country.

5- MNC franchise and licensing:

Multinational corporation (MNC) franchises and licensing agreements offer two types of business contracts for international collaboration. These agreements permit the use of logos, brands, and trademarks, enabling technology transfer and innovation in the event management industry. Franchising and licensing help regulate and control the branding and operations of event management and entertainment companies in Saudi Arabia.

6- Understanding customs, culture and desires:

International event management companies must navigate diverse customs, cultures, and audience expectations. Ensuring consistency with international standards while respecting local customs and desires is crucial for meeting audience expectations and achieving success in the Saudi market.

7- International entertainment debut appearance:

Launching international entertainment events in Saudi Arabia requires careful planning to ensure a perfect debut. Niche entertainment companies have opportunities to capture market share by planning harmoniously and horizontally, catering to local tastes and preferences.

8- Maintain a strong brand identity:

Establishing a strong and recognizable entertainment brand identity is essential for long-term success in Saudi Arabia. International entertainment brands should focus on maintaining brand consistency and leveraging their logos and trademarks to build strong roots in the country.

9- Positioning and differentiation:

Market positioning and differentiation are critical strategies for targeting the audience and standing out from competitors. By offering unique entertainment experiences, international companies can acquire market share and ensure long-term survival and success in the Saudi market.

10- Benchmarking peer group analysis:

Peer benchmarking involves assessing an organization against its rivals. For international entertainment companies, benchmarking against similar organizations globally is crucial. This approach helps identify best practices, assess market positions, and apply successful strategies in the Saudi Arabian event management industry.

Analysis Summary:

The implications for international entertainment companies entering the Saudi Arabian market are vast and varied. Understanding local culture, forming strategic partnerships, making informed investment decisions, and maintaining strong brand identities are crucial for success. By leveraging these strategies, international companies can capitalize on the opportunities presented by Saudi Arabia's burgeoning event management industry, achieving significant growth and long-term sustainability**.**

6.2.2. Most Suited Events in Saudi Arabia:

Saudi Arabia's event management industry has great potential for a variety of events that can cater to its diverse audience. The major types of events suited to be organized in the country include celebrated international holidays, festivals, music concerts, educational events, global entertainment brand events, cinematography, movies, art and culture events, technology and science events, business and corporate events, and charity fundraising events. Below is a detailed explanation of these events:

1- Celebrated International Holidays:

International holidays celebrated globally reflect shared values and cultural exchanges. Popular holidays such as Valentine's Day, Thanksgiving, Halloween, New Year, and Earth Hour are celebrated on a small scale in Saudi Arabia. There is an opportunity to expand these celebrations to a more extensive and wide-reaching level, capturing the Saudi market and integrating it further into the global community.

2- International Festivals and Music Concerts:

Each country has its unique festivals, including cultural, religious, traditional, and folk festivals. Global experiences such as performing arts, seasonal festivals, food and drink festivals, balloon and kite festivals, animation, and music concerts have a place in Saudi Arabia. These events can fill the existing market vacuum and effectively capture the event management market.

3- International Education Seminars and Conferences:

There are numerous opportunities to organize educational conferences, meetings, workshops, and seminars across Saudi Arabia. These events can fulfill the nation's need for expertise growth, knowledge expansion, and learning through modern teaching techniques.

Saudi influencers and professionals can promote these educational events to enhance the country's academic and professional landscape.

4- Global Entertainment Events and Brands:

International entertainment brands and events can significantly contribute to Saudi Arabia's event landscape. Leading media and event management companies, along with high-ranking entertainment acts like creative curators, digital experiences, corporate events, public relations, blockchain and cryptocurrency events, and experiential activations, can benefit both organizers and participants by advancing social, financial, and technological aspects.

5- Cinematography and Event Management:

International cinematographers and filmmakers seek high-purchase power target markets, niche audiences, and vast entertainment venues for marketing and launching new movies. Saudi Arabia, with its potential for media fragmentation and client servicing, is an ideal location for film festivals, cross-promotional campaigns, and public events to create awareness and interest in film and entertainment.

6- Art and Technology Events:

Art and technology events are crucial for showcasing the latest artworks and new technologies. Saudi Arabia's audience has a keen interest in participating in art and science events, including filmmaking, robotics, experimental art performances, and interactive installations. These events can encourage content creation and research in these fields.

7- Corporate and Product Launch Events:

The business and corporate sectors frequently use event management as a marketing tool to launch new products and brand extensions. Saudi Arabia's corporate community follows global trends, using physical prototypes and virtual product launch events to reach target audiences, including loyal customers, investors, and other stakeholders.

8- Charity and Fund-Raising Events:

Fundraising and charity events are organized to engage supporters and promote various causes. Saudi Arabia, being a wealthy country with a rich Muslim community, is an ideal location for charity and fundraising events. These events often focus on social, economic, health, education, and environmental causes.

Analysis Summary:

Saudi Arabia's event management industry holds immense potential and requires more maturity and growth through experience and new experiments. The entertainment vacuum in the country, coupled with the high purchasing power of the audience and government support, presents significant opportunities for expansion and high returns on investment for entrepreneurs.

6.2.3. Limitations of The Research:

This Dissertation study and research do not cover the entire scope of the event management industry in Saudi Arabia. It does not investigate every aspect and does not provide all answers to the questions regarding data collection. The study is based on a particular sample population in selected cities and specific individuals related to the event management industry and the general public. Many research gaps still exist in this study, limiting its generalizability for the target population. Events, trends, and fashions change over time, and new technologies continually replace older ones, filling market gaps.

The event management industry varies greatly depending on the event's size, type, and nature, so many standards and procedures are not universally applicable. This Dissertation has limited its research to aspects related to the Saudi Government and represents a specific period over the last decade in Saudi Arabia. The primary focus of this study is on the social, cultural, economic, and environmental processes that measure and analyze the quality of entertainment, event content, and specific opinions.

The research reflects the initial struggles and early experiments aimed at advancing the growth and development of the event management industry in Saudi Arabia. The study's findings are limited to the Middle Eastern culture and a particular audience, which may not be applicable to broader contexts.

6.2.4. Scope Of the Further Research:

There are always opportunities to explore gaps within the event management industry for further research focusing on improvement, quality, and culture. This exploration encourages new ideas and innovations to shift strategies towards new business model internationalization through various experiments and practices. Engaging in future research through discussions and experiments will move towards a more mature event management industry. The appearance

of event vacuums necessitates adopting multiple research instruments and trends more comprehensively. The unpredictable nature of the event management industry requires such an approach to uncover a wealth of knowledge and mechanisms for effectively controlling and monitoring the industry.

The event management industry has a bright future, and subsequent research needs to be pursued to help it mature. The Saudi Government should focus on industry models, event locations, budgets, entertainment content and quality, logistics and transportation, and further academic and professional research on event management. This research should be commonly introduced at school and university levels. There are still many research gaps that need to be addressed through qualitative and quantitative methodologies to achieve the overall goals and objectives of the event management industry. The future generation has a different mindset and different trends and expectations, so researchers and the business community need to understand their requirements and effectively deliver solutions.

7.1. Conclusion:

The exploration of event management opportunities in Saudi Arabia provides a comprehensive understanding of the country's vision for the industry's future direction and strategic planning. This research elucidates both short-term and long-term prospects, creating a robust conceptual and theoretical framework for the event management industry. It offers valuable insights into the literature, standards, and historical and future trends, enhancing academic knowledge and professional practice. This body of work benefits students, mentors, and the business community by offering opportunities to learn and implement modern technology, fashion, and entertainment trends within the event management sector. It addresses existing gaps and flaws, offering solutions to better organize events and inspire audiences and participants within the country.

This research comprehensively covers the background and history of event studies, event management standards and principles, rules and regulations, operational and organizational mechanisms, industry benchmarks, and their implementation. It provides an extensive introduction to the opportunities within the event management industry in Saudi Arabia. The primary aim is to organize and promote social, cultural, economic, and environmental achievements. Initiatives such as the Saudi Seasons offer tremendous learning opportunities in strategic planning, business environments, and operational activities, all

supported by the Saudi Government and legal frameworks.

The conclusion of this dissertation is structured into five major categories, each providing a detailed analysis and understanding of different facets of the event management industry.

1. Social Conclusion
2. Cultural Conclusion
3. Economic Conclusion
4. Environment Conclusion
5. General Conclusion

These categories summarize the results, connecting various event activities and points that are directly and indirectly related to the event management industry. The detailed explanations, justifications, and analyses provided in these conclusions offer a comprehensive understanding of the industry's impact and future potential in Saudi Arabia.

7.1.1. Social Conclusion:

The Saudi Government has proactively set targets for social change by initiating a variety of events, shows, functions, concerts, parties, festivals, and competitions. These initiatives are designed to transform the mindset of the Saudi public, alleviate stress, promote both private and teamwork celebrations, and align with global trends. They foster social gatherings and developments, enhance self-confidence, increase social awareness, and improve relationship management abilities in daily life.

Social change in Saudi Arabia is driven by religious, technological, economic, cultural, and scientific forces, as well as by revolutionary changes. These changes stem from two major factors: the natural climate and weather or the presence of specific groups of people, and systematic changes facilitated by government support in providing resources and organizing social work. Events foster socialism by promoting patience, tolerance, acceptance, and integration of diverse societal elements and characters. Traditionally, Saudi society, being religious and spiritual, has been conservative in its social practices compared to other regional countries. There was a noticeable absence of world-class or regional-class entertainment activities for leisure and holidays. Consequently, the Saudi upper class often traveled to Western countries annually, while the upper and lower middle classes visited neighboring countries for better vacation experiences. Recognizing the disparity in tourism and hospitality

arrangements, the Saudi leadership decided to transform the nation's direction towards global community engagement and international participation.

In 2019, the Saudi Government launched the Saudi Season chain of events to address the entertainment and social activity needs of residents. This initial experiment aimed to promote a healthy lifestyle and was met with remarkable success, garnering enthusiastic participation from residents who appreciated the government's efforts. Following this triumph, the government committed to making Saudi Season an annual event, drawing participation from diverse demographics, including professionals, age groups, genders, and classes, with a significant focus on the younger generation. Social events hold immense potential to influence societal norms and behaviors positively by providing enjoyable and memorable experiences for participants. These events have introduced a variety of entertainment forms never before seen in Saudi Arabia, such as music concerts featuring top-level singers from America, Europe, the Arab world, India, and other countries. For the first time, musical bands and orchestras have performed in multiple shows and events, enriching the cultural landscape.

Sports events also play a pivotal role in promoting social integration and boosting self-confidence. Numerous sports and games events have been organized to engage and entertain the youth and women, including national-level football tournaments, car racing (Formula E), cycling, and other games conducted at both governmental and private levels.

The event management industry has profoundly impacted the social fabric of Saudi society, driving social development and reshaping the community's sociological mindset. Over the past decade, the Saudi Government has enacted numerous social changes in laws and regulations, transitioning from feudalism and tribal ethnicity to capitalism through evolutionary ideas. Events and social gatherings add significant value to social development, fostering positive relationships among family members, relatives, colleagues, friends, and other connections in daily life. These activities also create opportunities for discovering and nurturing new talent and creativity, benefiting both the government and private companies.

Private social events also contribute to societal improvements. Holiday parties, surprise parties, dinner parties, cocktail parties, dance parties, company social activities and product launches, celebration parties, theme and amusement parks, award ceremonies, welcome and farewell parties, debates and discussions, seminars, workshops, birthday parties, wedding parties, and other private celebrations are increasingly adopted and accepted by the Saudi

community. These events reflect international trends and fashions, enhancing the quality of life, mental health, behavior, freedom of expression, and social awareness among Saudi citizens. The social returns on investment from these events significantly improve the overall well-being of the population, fostering a more vibrant and engaged society.

7.1.2. Cultural Conclusion:

Cultural events and activities significantly contribute to the social development and pride of residents, enhancing intellectual knowledge, interests, and wisdom. In Saudi Arabia, cultural events encompass architecture, heritage, folklore, crafts, art, photography, music, exhibitions, games, theater, and other unique aspects of Saudi culture. These diverse cultural events not only strengthen the cultural fabric but also create tourism opportunities that attract unique experiences for visitors. The cultural diversity in Saudi Arabia is deeply rooted not only in its religious and spiritual life but also in the moral, emotional, and intellectual heritage of Arab culture. Leveraging these cultural and heritage assets is crucial for sustainable development and tourism attraction, both within the country and on a global scale, facilitated by media and communication technologies.

Large-scale cultural festivals are a prominent feature in Saudi Arabia, often spanning several days and including religious, folk, harvest, traditional, and regional celebrations. Over the past decade, the Saudi Government has organized hundreds of cultural festivals, including camel, flower, food, falcon, dance, and musical festivals, along with events like Riyadh Spring and Souq Okaz, showcasing solo artists and bands. These festivals feature a wide variety of performances, from acrobatics and percussion to traditional and modern dances, theater, and theme parks. Music festivals cover genres such as pop, classical rock, heavy metal, and more, providing local visitors the opportunity to celebrate and learn about regional customs and traditions.

Saudi art, culture, and folklore hold a unique position in the Arab world. International tourists and residents have the opportunity to engage with various folk arts and cultural performances, gaining insights into traditional practices and the evolution of society through fine arts and crafts. Saudi folklore, with its vibrant traditional dances, crafts, food, clothing, and other popular arts, is a vital element of tourism attraction and promotion. Saudi Arabia's natural environment, including coastal cities and arid deserts, adds to its tourism appeal, complemented by local handicrafts such as agriculture, shipbuilding, and various trades.

The culture, heritage, and museums in Saudi Arabia are intertwined with ancient civilizations, trade centers, and Islamic traditions, reflecting the dynamic period of the Islamic Golden Age. This period saw significant advancements in science, medicine, psychology, technology, culture, philosophy, and arts. The Saudi Government is committed to preserving Arab traditions, customs, heritage, and culture through dedicated efforts in maintaining historical buildings and materials. Arab heritage, modern structures, and traditions, including hospitality and architectural heritage, play a crucial role in Saudi life. The renowned heritage sites and museums in Saudi Arabia are major tourist attractions, and the Saudi commission strives to elevate their quality to international standards, encouraging investment, best practices, and career opportunities. The government-supported museums play an essential role in presenting, interpreting, preserving, and enhancing heritage through various events and activities, including exhibitions, shows, competitions, seminars, and conferences.

In the event management industry, Saudi Arabia actively promotes and organizes exhibitions, conferences, street shows, and seminars, adhering to the highest standards and practices. These services include event box offices, marketing, production, setup, light and sound, promotion, and other technical arrangements essential for managing conferences and exhibitions. The goal is to provide street show services and raise awareness about philosophy and customers, contributing to continuous social and cultural development and heritage promotion. The Saudi Government also organizes numerous event shows, exhibitions, entertainment activities, creative specialist gatherings, event technology showcases, and operations expertise in the Kingdom's MICE (Meetings, Incentives, Conferences, Exhibitions) and entertainment industry.

Furthermore, Saudi Arabia hosts various celebrations, carnivals, and occasions essential to cultural events and national pride. These celebrations often take place on the streets, where Saudis express their patriotism through national songs, traditional dances, folklore, waving national flags, lighting, and honking bands and horns. Carnival celebrations on different occasions provide attractions for participants and welcome visitors free of charge. These celebrations include carnival games, challenges, diverse cultural folklore stories and performances, live performances, leisure events for kids, food trucks, shopping booths, and horror house experiences, making them significant cultural events.

In conclusion, cultural events and activities in Saudi Arabia play a vital role in social

development, tourism attraction, and the preservation and promotion of Saudi heritage and traditions. These events foster a sense of pride, intellectual growth, and social cohesion among residents, while also creating a vibrant and dynamic cultural landscape that attracts international attention and participation. The Saudi Government's commitment to organizing and supporting these events underscores the importance of cultural preservation and development in achieving broader social, economic, and environmental goals.

7.1.3. Economic Conclusion:

The Saudi Arabian economy has traditionally relied heavily on oil, which has subjected the country to fluctuations in oil prices and the associated economic pressures. As part of Saudi Arabia's Vision 2030, the government aims to reduce this dependency on oil by diversifying into various service sectors, one of which is event management. This strategic shift opens up significant economic potential in the events management industry, creating revenue streams for both the government and the private sector. By attracting local industry and foreign businesses, Saudi Arabia positions itself as a hub for business tourism, encompassing exhibitions, meetings, conferences, expos, and conventions. These activities contribute to local business networks and foster economic development by creating new job opportunities and engaging a large segment of the population.

Saudi Arabia's emphasis on business tourism leverages cultural strengths and facilitates various events critical to the country's economic, social, political, and environmental goals. The economic value of exhibitions and conferences is essential for boosting tourism and gaining attention from commerce ministries, authorities, and the Saudi Commission for Tourism and National Heritage. The Saudi Government's development plans focus on expanding economic revenues and diversifying resources, utilizing the country's rich heritage and cultural strengths. These initiatives aim to achieve sustainable growth and development through strategic economic approaches and investment options.

The Saudi Government's strategic plan for the event management industry includes promises of growth, development, investment possibilities, private sector expansion, and increased tourism. This comprehensive approach integrates the development of vital infrastructure, technological advancement, academic institutes, and tourist services to enhance the country's GDP. The travel and tourism industry, in particular, provides numerous economic opportunities, from investment forecasting and hotel construction to advancements in

transportation, food and beverage industries, and disruptive technologies. However, the event management industry in Saudi Arabia faces challenges, including non-essential spending on cultural activities, business repetition, and local training deficiencies. Despite these obstacles, the industry's potential for international strategic partnerships, ease of doing business, sponsorship opportunities, and high-level professional involvement underscores its importance in promoting Saudi Arabia as a premier tourist destination.

Saudi Arabia benefits from several competitive advantages over neighboring countries, including geographical positioning, population size, a vacuum in the event industry, and a rich religious and cultural heritage. These factors amplify the economic potential and opportunities within the event management sector. Different economic themes impact the business of events, from revenue generation and economic success to handling negative publicity and managing net profits, market share, and employee turnover. The event management industry's economic growth fosters brand creation and trust among participants, ensuring long-term market survival and consistent financial benefits. The introduction of a 15% Value Added Tax (VAT) on event management companies' revenues and on international purchases of services and technology further boosts national income.

Economic planning and development for sustainable growth in Saudi Arabia underscore the financial and economic benefits of hosting significant and private events. Evaluating economic and financial impacts through best practices, standards, and benchmarks enables the event management industry to measure its return on investment accurately. Major events generate additional expenditure and revenue, directly benefiting the local market and influencing the host economy's foreign exchange reserves, cash flows, and overall financial outcomes.

Event management and tourism play a crucial role in shaping the Saudi economy. The Saudi Government's efforts to streamline visa requirements and modernize heritage locations reinforce investment and financial risk management in tourism-related infrastructure and services. This strategy directly impacts the Saudi stock exchange and alleviates pressure on foreign exchange reserves, encouraging greater business and tourism travel. By targeting and attracting foreign and Western visitors with strong financial currencies, Saudi Arabia maximizes financial benefits, enhancing national income and economic growth.

In summary, Saudi Arabia's strategic focus on diversifying its economy through the

event management industry is a crucial component of Vision 2030. This diversification fosters economic resilience, creates job opportunities, and promotes cultural and social development. The strategic initiatives and economic planning undertaken by the Saudi Government are paving the way for sustainable growth, positioning Saudi Arabia as a leading destination for business tourism and event management in the Middle East and beyond.

7.1.4. Environment Conclusion:

The Kingdom of Saudi Arabia, with its vast geography and significant religious importance in the Arab and Muslim world, possesses a diverse natural environment, including mountains, deserts, rivers, greenery, and beaches. This rich natural heritage underscores a history of environmentalism. However, challenges such as pollution from fossil fuel use, primarily due to the high number of cars, have necessitated robust environmental policies and procedures. In rural areas, natural resources still maintain a clean atmosphere and clear water, contributing to agricultural productivity. These natural assets are not only vital for local citizens but also attract tourists.

Saudi Arabia's commitment to environmental sustainability is crucial for the event management industry. A sustainable environment mitigates harm and improves event strategies, ensuring economic and social benefits align with global trends. The events management industry in Saudi Arabia is increasingly focusing on sustainable practices, recognizing the dual value of environmental protection and social engagement.

Events, festivals, exhibitions, adventure activities, and entertainment seasons significantly impact the country's environment, setting a positive direction for future activities. These events contribute to reducing stress and improving the mental health of residents. The media coverage, development of an event culture, heritage promotion, social activities, and entertainment seasons all underscore Saudi leadership's commitment to enhancing the country's environment. By implementing event management standards and best practices, Saudi Arabia is transforming its environmental landscape.

Large-scale festivals, international events, and activities, organized by the Saudi Government with significant media attention, are designed to entertain and engage participants, thereby positively impacting the country's climate and addressing global environmental issues. Events play a crucial role in fostering new ideas and innovations, inspiring the creation of an

event culture, and promoting sustainability awareness across Saudi Arabia. This transformation creates an exceptional environment, combining natural beauty, infrastructural development, and responsible event operations, supported by local authorities and event organizations.

Several factors impact the environment in the context of event management, including corporate responsibilities, sports, cultural and private events, tourism opportunities, quality of event sponsors, and environmental pressures from consumers. Saudi Arabia is becoming increasingly responsive to environmental concerns, leveraging opportunities for participants to create and manage sustainable events, thereby enhancing its positive image globally. Social media and sustainable events are crucial in raising environmental awareness and fostering social consciousness.

This environmental awareness attracts the business community, new entrepreneurs, investors, and local industries, providing opportunities to contribute to the event management industry's growth. The Saudi Government plays a pivotal role in creating an environment and platform that fosters new ideas and innovations, ensuring the rapid and sustainable growth of the event management industry in both the short and long term. By focusing on sustainability, Saudi Arabia not only enhances its environmental stewardship but also solidifies its position as a leader in the global event management industry.

7.1.5. General Conclusion:

In dissertation on "Event Management Opportunities in Saudi Arabia" is crucial for understanding the current circumstances, future direction, and economic opportunities for the business community in the event management industry. The Saudi Government and its political leadership have strategically laid the groundwork to facilitate the organization of a wide array of events, including festivals, exhibitions, concerts, shows, sports competitions, and various social activities across the country. By establishing numerous authorities and government institutes dedicated to planning and organizing these events, the Saudi Government aims to foster tourism, cultural promotion, job creation, entrepreneurship, nation-building, public entertainment, and satisfaction, all while aligning with global trends and fashion.

The event management industry in Saudi Arabia is supported by a rich academic, philosophical, and professional literature background that aids in understanding concepts and best practices. Influential authors such as Johnny Allen and Rob Harris (2012) highlight the

role of state and government policies in steering events, festivals, and social activities to develop urban infrastructure. The corporate and business sectors play a vital role in the business community, offering economic benefits, job creation, entrepreneurial opportunities, employee motivation, skill development, and marketing promotion of products and services.

Events and the tourism industry are analyzed through four major parts: forecasting, post-event, retrospective, and strategic. The forecasting stages involve scoping, technical work, mitigation decisions, and feedback. Strategic impacts encompass economic, social, cultural, and environmental policies aimed at improving transparency, regulation, policy legitimacy, goal-setting, and policy learning. Retrospective processes assess impacts on nature and ecology, social and cultural aspects, and the built environment.

A conceptual framework for the event management industry in Saudi Arabia has been developed to understand its aims, objectives, and literature analysis. This framework encompasses modern event management industry concepts, best practices, and global trends. The framework functions as a guide for evaluating the capacity of the event management industry in Saudi Arabia, highlighting the importance of participants and audience engagement in the procedural structure of modern event management.

Research methodology is essential in understanding and evaluating audience and participant opinions, observations, and outcomes of specific events, as well as general entertainment trends and satisfaction levels. This mixed-method approach includes qualitative and quantitative methods such as surveys, observations, interviews, focus groups, case studies, and experimental techniques. The results discuss multiple themes in event management, emphasizing improvements in residents' quality of life and addressing event-related issues. The research supports event planners and organizers, including the Saudi Government, in setting goals, implementing ideas, and providing support and facilities for entrepreneurs and investors.

The research findings, gathered through various resources like social media, interviews, surveys, government websites, participant observations, and questionnaires, provide a comprehensive understanding of event management opportunities in Saudi Arabia. These findings highlight technical and practical challenges, recommending solutions based on Saudi Government requirements, event agendas, locations, budgets, sponsorships, artist performances, entertainment content, marketing and promotions, participation and invitations, risk management, contingency plans, parking and traffic management, equipment maintenance,

operation management, security, logistics, catering services, waste management, event dismantling, and cleaning.

An analysis of the Saudi Seasons series of events and practical experiences, supported by multiple business theories and models such as PESTLE, SWOT, MOST, CATWOE, and VPEC-T, offers a detailed evaluation of these events. This analysis aims to understand the motivation, capabilities, and potential of event organizers and participants, and to assess the quality, content, decoration, hospitality, cultural and traditional enrichment, intellectual entertainment, and participant satisfaction.

In summary, every society and community has a cultural background and celebrates various events to fulfill their needs related to religious purposes, traditions, customs, mental health, pride, quality of life, global identification, interests, hobbies, and economic development. This dissertation concludes that Saudi Arabia has significant potential for event management and tourism development, aligning with the modern Vision 2030. This vision directly impacts economic growth, job creation, infrastructure modernization, branding, and the future direction of the country. The main goals and objectives of event management opportunities in Saudi Arabia are to highlight unique characteristics, create an efficient platform for professionals, and develop economic, social, cultural, environmental, and sustainable activities. These efforts aim to position Saudi Arabia as a liberal nation and a major player in the global tourism and event management industry.

7.2.1 Recommendations:

The research outcomes are efficient and valuable information for understanding the event management industry status in Saudi Arabia. The event management industry is moving smoothly and developing daily inthe county, but some gaps and improvements still need to be implemented. Below are the points and recommendations that need to apply in the future for better enhancement.

1- Event Management Industry Business Model.

The current business model heavily relies on government funding and sponsorship, which is unsustainable for long-term growth. To build a robust industry, the business model should transition to a self-sustaining structure that encourages private sector involvement, fostering competition and innovation.

2- Event Agenda Expansions.

Expanding the event agenda to include mega-sporting events such as world cups, tournaments, and the Olympics would enhance Saudi Arabia's global standing. Additionally, fostering creativity and innovation can establish Saudi Arabia as a trendsetter rather than a follower.

3- Permanent Location and Stability.

The reliance on temporary venues is costly and inefficient. Building permanent venues like cinemas, sports complexes, and theaters across more than the current eleven locations would provide long-term stability and reduce operational costs.

4- Cost and Budget Control.

Implementing strict budget controls and reducing overspending is crucial. Investing in owned equipment and assets instead of renting can significantly lower event costs and improve financial sustainability.

5- Private Sponsorship.

Encouraging private and multinational sponsorships can diversify income streams and reduce dependency on government funding. Collaborating with local entrepreneurs and brands can also boost revenue through product and service promotions.

6- Local entertainment and creativity.

Developing local talent in various entertainment fields such as music, film, and sports is essential. Investing in media creativity and upgrading the film and drama industry can reduce dependence on international entertainers and enhance local culture.

7- Contents and freedom of speech.

To modernize and diversify event content, it is necessary to incorporate global trends and allow a degree of freedom of expression. This approach can gradually shift societal mindsets and increase the appeal of events.

8- New Marketing Trends.

Expanding marketing tools to include billboards, digital marketing on transportation resources, building and shop digital ads, and other innovative methods can enhance event

promotion and reach.

9- Participants Database Management.

Establishing a robust system for maintaining participant and attendee data is crucial for future event planning and marketing. Privacy concerns, especially regarding women and families, should be addressed sensitively.

10- Traditional Revenue Stream.

Developing creative and technology-driven revenue collection methods beyond traditional ticket sales can optimize income streams. Automating processes like food truck and booth rentals can enhance efficiency.

11- Business Permits and Licenses.

Expanding business permits and licenses to meet local demand is essential. Introducing investment-friendly policies similar to those in neighboring countries can attract more event management companies.

12- Contractors Merit and Professional authenticity.

Enhancing the quality of contractors through professional training, certification, and merit-based registration can ensure high standards and reliability in event management.

13- Parking and Traffic Management.

Improving parking facilities and traffic management near event venues is necessary. Implementing structured parking solutions, such as underground parking, can ease congestion and improve accessibility.

14- Avoid Wastage of resources and Fixed Assets Damages.

Reducing resource wastage and damage to fixed assets during event setup and dismantling can save costs. Permanent venues can mitigate these issues and enhance sustainability.

15- Investment Control and Returns.

Ensuring that event management companies have sufficient control over their investments and assets can stabilize the industry. Implementing standards and policies for

resource review can strengthen the industry’s foundation.

16- Operation Management Improvements.

Adopting global best practices and benchmarks for operation management can enhance efficiency and reduce costs. Training local expertise to meet international standards is essential for future growth.

17- Security Plan.

Enhancing event security with advanced equipment, communication tools, and technology can ensure participant safety and manage crowds effectively.

18- Academic and Professional Courses.

Establishing academic and professional certification programs in event management can develop a skilled local workforce, reducing dependency on foreign expertise.

19- Logistics and Transportation Improvements.

Improving logistics and transportation, including completing projects like the Riyadh Metro, can facilitate event management and enhance visitor experiences.

20- Event dismantling and wrap up.

Streamlining the dismantling and wrap-up processes to minimize resource loss and damage can improve efficiency. Permanent venues can also help reduce these costs.

Summary:

The event management industry in Saudi Arabia requires several upgrades and improvements as detailed above. Implementing these recommendations, such as refining the business model, expanding event agendas, ensuring industry stability, securing private sponsorship, fostering local creativity, and enhancing various operational aspects, will significantly improve the industry's growth and sustainability. By addressing these factors, Saudi Arabia's event management industry can flourish and succeed on both national and international levels.

_____-___The End_____-___

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