



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**FACTORS AFFECTING PROJECT SUCCESS IN EVENT
ORGANIZATIONS: A CASE STUDY ON MIELLA EVENTS**

BY:
SAMRAWIT GETAHUN

JULY, 2024
ADDIS ABABA, ETHIOPIA

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**BY:
SAMRAWIT GETAHUN**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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OF MASTER OF ART IN PROJECT MANAGEMENT**

**ADVISOR:
MULUADAM ALEMU (PhD.)**

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**ST. MARY'S UNIVERSITY
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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

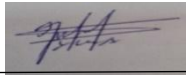
Signature

Muluadam Alemu (PhD)
Advisor



Signature

Yilkal Wassie (Asst.Prof.)
External Examiner



Signature

Temesgen Belayneh (PhD)
Internal Examiner

Signature

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Muluadam Alemu (PhD.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Samrawit Getahun Lulseged

Name

Signature

St. Mary University

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for Examination with my approval as a university advisor.

Muluadam Alemu (PhD.)

Advisor

A handwritten signature in blue ink, appearing to be 'Muluadam Alemu', written over a horizontal line.

06/08/24

Signature

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LIST OF ACRONYMS

PMI- Project Management Institute

HBSC- Heineken Breweries Share Company

BTL- Below the line

ATL- Above the line

CSF- Critical Success Factor

CMMI- Capability Maturity Model Integration

OPM3- Organizational Project Management Maturity Model

ANOVA- Analysis of Variance

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ABSTRACT

The purpose of this research is to identify and analyze the factors affecting project success in event organization, with a specific focus on Miella Events in Ethiopia. This study employs both quantitative and qualitative research methods to gain a comprehensive understanding of the challenges and opportunities faced by Miella Events. Quantitative data were collected through structured questionnaires, while qualitative data were gathered via in-depth interviews with key stakeholders. A purposive sampling technique was utilized to select respondents, resulting in a sample of 50 employees from Miella Events who participated in the study. The research adopts a descriptive and explanatory design to explore the relationships between various factors and project success. Descriptive statistics were used to present an overview of the demographic characteristics of the respondents, while inferential statistics helped to determine the significance of different factors. Key findings reveal that budget management, client satisfaction, and internal communication are critical determinants of project success at Miella Events. Specifically, inadequate budget management and insufficient internal communication were identified as significant challenges. Furthermore, client satisfaction, influenced by factors such as communication, responsiveness, and overall event experience, plays a crucial role in achieving successful project outcomes. The study concludes that effective budget tracking systems, enhanced client communication, and improved internal collaboration are essential for increasing project success rates. The research suggests implementing advanced project management tools, establishing dedicated client service teams, and fostering a culture of teamwork to address these issues. Additionally, the study recommends regular financial audits and the development of structured communication protocols to ensure consistent project progress and alignment with organizational goals.

Keywords: Project Success, Budget, Client Satisfaction, Internal Communication

1. CHAPTER ONE: INTRODUCTION

1.1 Background of the study

A project refers to a temporary endeavor with a defined beginning and end, aiming to achieve a specific goal within preset constraints such as time, resources, and scope. It's a structured and planned undertaking that involves series of coordinated activities designed to produce unique deliverable, service, or outcome (PMI, 2019).

Projects, by their nature, possess distinctive characteristics that set them apart from routine operations (Project Management Institute, 2019). Each project is purpose-driven, aiming to achieve specific objectives that differentiate it from others (Crawford et al., 2020). The temporary nature of a project dictates a clear beginning and end, progressing through defined stages until completion or resource exhaustion (PMI Institute, 2019). Within well-defined scopes, projects manage boundaries to outline included and excluded activities, ensuring clarity and managing stakeholder expectations (Baccarini, 2019). Resource allocation of human capital, finances, time, and materials is imperative for successful execution (Zwickael & Globerson, 2021). Additionally, projects thrive on cross-functional collaboration, engaging diverse expertise in multidisciplinary teams to combine efforts towards achieving shared goals (Morris et al., 2017). Ultimately, projects culminate in tangible or intangible outcomes known as deliverables, such as products, reports, services, or events that fulfill the project's intended purpose (Schwalbe, 2021).

Project management provides the framework, methodologies, and processes that guide projects toward successful outcomes (Kerzner, 2017). It encompasses various knowledge areas, including scope, time, cost, quality, resource management, communication, risk, procurement, and stakeholder management (Project Management Institute, 2019). For these factors to remain under control and for projects to be completed on schedule, within budget, and to the necessary quality standards, an organized framework for project management is essential. The project management framework also facilitates stakeholder engagement and communication, critical elements for project success (Morris & Pinto, 2004).

Project management frameworks also provide a mechanism for continuous improvement, allowing organizations to learn from past projects and refine their practices to enhance future project outcomes (Kerzner, 2017). This learning process contributes to greater efficiency, effectiveness, and adaptability, all of which are crucial for long-term success in project management. Ultimately, by linking project management frameworks with success criteria, organizations can create a roadmap for consistently delivering successful projects, meeting stakeholder expectations, and achieving strategic objectives.

Project success can be understood and defined in various ways, often encompassing different dimensions and criteria. According to Morris et al. (2017), project success is a multifaceted concept, evaluated through various lenses depending on project goals and stakeholders. Traditional perspectives focus on project efficiency, which emphasizes meeting time, budget, and technical objectives (Baccarini, 2019). There is no universally accepted approach for measuring the success of projects because every project has a particular set of objectives and setting (Baccarini, 2019). However, some common measures across various types of projects can help gauge overall success.

Well-defined criteria are essential for evaluating project success. Traditionally, projects were measured by the "Iron Triangle" - delivering all planned features (scope), meeting deadlines (schedule), and staying within budget (cost). Scope refers to the project's deliverables and functionalities, ensuring completion of all intended features (Project Management Institute, 2019). Schedule adherence evaluates the project's ability to meet established deadlines (Morris et al., 2017). Cost management focuses on staying within the allocated budget and justifying any deviations (Zwikael & Globerson, 2021). However, contemporary project success criteria extend beyond the Iron Triangle. Additional factors include project quality, measured against pre-defined standards for functionality and user experience (Schwalbe, 2021). Stakeholder satisfaction assesses the degree to which the project meets the expectations and needs of various stakeholders (Müller & Turner, 2007). Team satisfaction gauges the level of engagement, contribution, and learning opportunities experienced by project team members (Morris et al., 2017). Finally, business impact evaluates the project's contribution to achieving organizational

objectives, such as increased efficiency, revenue growth, or market share expansion (Baccarini, 2019).

Turner and Cochrane (1993) highlighted that project success should not solely focus on the iron triangle of cost, time, and scope but should also consider the "soft" dimensions like user satisfaction, stakeholder relationships, and team cohesion.

The relative importance of project success criteria depends on the specific project context (Morris et al., 2017). For instance, in a time-critical project, meeting deadlines might take precedence over strict cost control. Furthermore, qualitative aspects like team morale and stakeholder sentiment can be just as significant as quantitative metrics in influencing overall project success.

Measuring success should be an ongoing process throughout the project lifecycle, not just a final assessment (Zwikael & Globerson, 2021). Effective communication and thorough documentation are crucial for tracking progress and demonstrating success to stakeholders (Project Management Institute, 2019).

While there is extensive research on project success factors in general, there is a gap in understanding the specific factors that influence success in event organizations like Miella Events. These factors might encompass elements like communication, budget management, risk management, and team dynamics. By analyzing Miella Events' methodologies and practices, this research aims to identify key drivers of success in event project execution, offering valuable insights to the broader event management industry.

Event organization encompasses the meticulous planning, coordination, and execution of gatherings or occasions designed to achieve specific goals (Getz, 2019). These events can range from intimate meetings to large-scale conferences, celebrations, festivals, corporate events, weddings, and more.

Event professionals often collaborate with a network of vendors, suppliers, sponsors, and stakeholders to bring the vision to life (Goldblatt, 2008). Understanding the target audience and

crafting experiences that resonate with attendees is crucial for event success (McMillan, 2019). Effective event management also involves analyzing attendee feedback, gauging the achievement of predefined objectives, and measuring key performance indicators (KPI) to assess the event's overall success (Bowen & Choi, 2019).

Event organization is a broad field that demands creativity, strategic planning, and effective execution to create memorable and impactful experiences. It involves managing diverse elements to achieve specific objectives while catering to the needs and expectations of attendees, stakeholders, and the organizers themselves. Thus, the purpose of this study is therefore to explore and identify the critical factors that contribute to the successful planning and execution of events by Miella Events, providing insights and strategies that can be applied to enhance event management practices within the industry.

1.2 Background of the Organization

Miella Events, founded in 2020, is a full-scale event management service provider based in Addis Ababa, Ethiopia which aims to create unforgettable experiences. Miella offers a comprehensive range of services to cater to various event needs. From corporate events that make a lasting impression to event consulting that enhances strategies from experimental events that challenge the norm to social events that celebrate life's special moments. Miella Events has fostered a strong partnership with Heineken Breweries Share Company (HBSC), one of the largest and most esteemed clients. Throughout the year, their collaboration has encompassed a diverse array of events featuring renowned beer brands such as Walia Beer, Heineken beer, Harar beer, and Bedele Special beer. The extensive portfolio with HBSC has spanned various event types, including experiential events, rebranding initiatives, and Below-the-Line (BTL) as well as Above-the-Line (ATL) activations. This collaborative effort showcases the adaptability and expertise in crafting and executing a wide spectrum of events tailored to meet the distinct needs and objectives of HBSC. Miella Events boasts an extensive track record of managing more than 47 projects from the year 2023 to 2024. The breadth and diversity of their portfolio position Miella Events as an ideal case study. Analyzing their methodologies and practices presents an

opportunity to extract insights and best practices that hold relevance and applicability across the event management industry.

The goal of this research paper titled "Factors Affecting Project Success in Event Organizations: A Case Study on Miella Events" is to dig deeply into the unique context of Miella Events, a prominent and established event organization company. The primary objective is to identify and analyze the pivotal elements that significantly impact the success of projects undertaken by Miella Events. Through investigation and analysis, this research aims to uncover key insights into the factors driving successful project execution within the domain of event organizations, providing valuable lessons and guidance applicable to the broader event management industry

Source: Company database

1.3 Statement of the problem

Event organizations face many challenges in making their projects successful, such as planning, budgeting, dealing with people involved, managing resources, and handling risks (Morris & Pinto, 2004). Knowing what makes projects successful in these organizations is really important for them to do better and achieve their goals.

While there's some research about what makes events successful in general, there's not much that focuses on Ethiopia or companies like Miella Events. This study digs deep into the special challenges and opportunities Miella Events faces, which might uncover new ideas that haven't been talked about before.

Even though Miella Events is well-known for organizing great events in Ethiopia, the researcher found out that Miella faces quite a lot of challenges. This research wants to figure out by looking closely at both the internal and external factors that affect how well their projects turn out.

Previous studies often utilize limited methodologies, such as case studies or qualitative interviews, without employing comprehensive quantitative approaches that can provide more generalizable results. For instance, much of the existing literature relies heavily on qualitative methods (Cameron, 2012; Denscombe, 2014). This research will employ a quantitative design as

well to systematically analyze the factors influencing project success, thereby filling the methodological gap.

Most studies focus on a single level of analysis, either organizational or project-specific, without considering the interaction between different levels (Jugdev & Müller, 2005). This research will integrate multiple levels of analysis, examining both organizational and project-specific factors to provide a more holistic understanding of project success.

There is a paucity of research specifically examining the event management industry in Ethiopia. Existing studies often focus on developed countries and overlook the unique challenges faced by event organizers in developing nations (Kelley & Simmons, 2015; Huang & Hsu, 2010). This study will fill this gap by focusing on Miella Events, thereby providing insights that are directly relevant to the local context.

While theoretical frameworks exist, there is a lack of empirical studies that validate these theories within the context of Ethiopian event management companies. Much of the literature is outdated and does not adequately address the current challenges faced by event organizers (Silvers, 2008). Additionally, most studies do not consider the unique regulatory and operational environment in Ethiopia (Getz, 2008; Allen et al., 2011). This research will contribute empirical evidence to support or refine existing theories.

Most existing studies tend to examine one factor at a time and often do not consider the interplay between multiple factors in determining project success. For example; Stakeholder engagement (Aaltonen & Kujala, 2010), Budget management (Papke-Shields et al., 2010), Communication effectiveness (Pinto & Slevin, 1988), Risk management (Ward & Chapman, 2003), Leadership and team dynamics (Turner & Müller, 2005). However, this research goes beyond single-factor analysis by investigating how various factors interact and combine to ensure the success of projects in Miella Events.

Moreover, most of the literature in event organization is dated and does not adequately address the current challenges faced by event organizers today. Many studies focus on large, well-established organizations and do not consider the specific challenges faced by startup event

organizations (O'Toole & Mikolaitis, 2002). This research will fill these gaps by providing contemporary insights and focusing on a startup organization like Miella Events within the unique Ethiopian context.

In trying to fill these gaps, this research will not only help us understand more about why projects succeed, but also help identify what hasn't been studied enough before. It will look closely at how the organization itself works and how the local context in Ethiopia affects its success.

1.4 Research Questions

1. What factors contribute to budget variances (deviations from planned budgets) in Miella Events' project?
2. What are the factors influencing client satisfaction with Miella Events' event organization services?
3. How do Miella Events' internal communication strategies and collaboration practices contribute to project success?

1.5 Objective of the Study

1.5.1 General Objective

The general objective of this study is to analyze factors that affect project success in event organizations, with a specific focus on Miella Events.

1.5.2 Specific Objective

1. To identify the most common causes of budget variances (deviations) in Miella Events' projects.
2. To analyze the factors contributing to client satisfaction, including communication, responsiveness, budget adherence, and overall event experience
3. To analyze how internal communication and collaboration contribute to achieving project goals and deadlines at Miella Events.

1.6 Scope of the study

This study examined the factors that contribute to project success in Miella Events, focusing on three important factors: managing the budget, satisfying clients, and using effective internal communication strategies. We specifically looked at Miella Events' operations in Addis Ababa, Ethiopia. By focusing on one organization in a specific location, we deeply explored how these factors impact project success in their unique context.

The study primarily focused on Miella Events and considered various types and sizes of events they handled in the past year (2023-2024). This timeframe allowed us to understand the effects of current trends and challenges in the event industry. Specifically, we analyzed sample projects related to HBSC (Walia beer, Bedele special beer, Harar beer, and Heineken beer projects) because they share similar trends and characteristics. It's important to note that this study did not cover all possible factors that influence project success in event organizations.

1.7 Significance of the study

This research offers significant benefits to multiple stakeholders by providing insights and recommendations for improving project management, communication, and budget practices at Miella Events. For the organization, the study enhances project management efficiency and effectiveness, improves communication and budget management, and fosters continuous improvement by benchmarking against best practices (Morris & Pinto, 2004). Management benefits from data-driven decision-making, improved team performance through targeted training, and increased stakeholder confidence (Davenport & Harris, 2007; Huo et al., 2016). The academic community and researchers gain from the study's contribution to the knowledge gap in event project success within the Ethiopian context, uncovering new success factors, and providing a model for future research. Policymakers, particularly the Ethiopian Cultural and Tourism Office, can make informed decisions on event regulations and support systems, fostering a favorable environment for event management and tourism growth in Ethiopia. Overall, the study aims to enhance Miella Events' operations and success while contributing valuable knowledge to the event management field.

1.8 Limitations of the Study

Limited Generalizability: The findings of this study may primarily apply to Miella Events and may not be directly generalizable to other event organizations due to variations in organizational structures, resources, and operating contexts.

Sample Size and Scope: The study focused on a specific timeframe and a limited number of projects within Miella Events. This may limit the breadth and depth of the findings and may not capture the full range of factors influencing project success in the organization.

Time Constraints: Conducting a comprehensive analysis of all potential factors influencing project success is beyond the scope of this study. Therefore, some important factors may not be fully explored or included in the analysis.

External Factors: The study's focused on Miella Events' internal factors may limit the examination of external factors that could impact project success, such as market conditions, regulatory changes, or economic factors.

Single-Location Study: The study is confined to Miella Events' operations in Addis Ababa, Ethiopia. This may restrict the generalizability of the findings to other locations or regions.

1.9 Organization of the study

The research study was organized into five chapters. The first chapter is the introductory chapter which includes: background of the study, the background of the Organization, Statement of the problem, Research Questions, Objectives, Significance of the study, Scope of the study, and Limitation of the study. The second chapter covers a review of related literature. Chapter three deals with the research Design and Methodology of the study. Chapter four focuses on the data

analysis, and interpretation through a questionnaire. Finally, chapter five covers the Summary, Conclusion, and Recommendation.

2. CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter explores the essential concepts of projects and project success, emphasizing their unique characteristics and dimensions beyond traditional measures. It reviews various theoretical frameworks and empirical studies in event management, identifying gaps in existing knowledge and suggesting future research directions. By examining what has already been studied, this literature review helps place the current study in a broader scholarly context, highlighting progress made and areas needing further exploration. This understanding will enhance the focus on project success and its key elements.

2.2 Theoretical Literature Review

2.2.1 Concept of Project and Project Success

Projects are short-term initiatives started with the goal of producing a special good, service, or outcome (Project Management Institute, 2017). They are distinguished by having a definite beginning, middle, and end, and usually entail a number of well-coordinated actions and activities meant to accomplish particular goals. According to the Project Management Institute (2017), there are several basic project management processes that work together to steer a project through its lifecycle stages. These processes include initiating, planning, executing, monitoring, controlling, and closing.

Project management is a comprehensive discipline that encompasses various functions, including the concept of project success. According to Turner (2019), project success is defined as the achievement of predetermined goals and objectives within specified constraints such as time, budget, and scope. It involves the effective coordination of resources, tasks, and activities to

deliver the desired outcomes. A project's success is crucial for organizations to achieve their strategic objectives, remain competitive, and maximize return on investment (Kerzner, 2017).

Furthermore, the notion of project success encompasses more than just traditional measurements like scope, time, and budget. Jugdev and Müller (2005) suggest that stakeholder satisfaction, strategy alignment, and long-term sustainability are additional elements that should be taken into account for a project to be successful. Project success depends on meeting stakeholders' expectations and making sure they are satisfied because doing so builds goodwill and improves the organization's reputation (Cicmil et al., 2006). Furthermore, initiatives are certain to contribute to the accomplishment of more general organizational goals when their aims are in line with the organization's overarching strategy (Turner, 2019).

2.2.2 Introduction to Event Management and Project Success

Event management is a multidisciplinary field that involves the seamless coordination of various components to create successful events. The scope of event management encompasses a wide range of event types, each with unique characteristics, requirements, and stakeholders (Getz, 2012). Event managers must be adept at handling the complexities associated with planning, organizing, and executing events, while also adapting to changes and unexpected challenges.

Effective communication and cooperation between stakeholders, including as customers, vendors, sponsors, attendees, and regulatory agencies, are essential for successful event management. Since they establish the goals and expectations for the event, clients are usually the main participants. Their happiness is crucial since it affects both the event's success and the event management company's reputation (Allen et al., 2017). While sponsors frequently contribute financially to support the event in exchange for brand exposure and marketing opportunities, event vendors supply the goods and services needed to carry out the event (Bowdin et al., 2011).

The regulatory authorities play a crucial role in guaranteeing that events adhere to pertinent local laws, safety protocols, and permit prerequisites. For events to be carried out successfully and to prevent legal or reputational concerns, adherence to these regulations is essential (Rogers, 2013).

Since their happiness and experience shape the event's overall performance, attendees are the ones who gain the most from effective event management (Silvers et al., 2010).

Event management projects are evaluated on a number of factors. Meeting or surpassing stakeholders' expectations in terms of quality, timeliness, cost-effectiveness, and stakeholder satisfaction is necessary to make a project successful (Zuo & Zillante, 2013). Timeliness concerns the event's adherence to the timetable and scheduled activities, whereas quality relates to the caliber of deliverables and the entire experience offered to participants. Effective budget management and preventing cost overruns are essential components of cost-effectiveness (Silvers et al., 2010). Stakeholder satisfaction includes the contentment of all parties involved, including sponsors, vendors, participants, and clients.

Risk management, which is crucial to the success of projects, is a component of event management as well. To ensure a seamless event execution and prevent disruptions, it is imperative to identify and mitigate risks pertaining to safety, logistics, weather, and other relevant aspects (Rogers, 2013). Stakeholder satisfaction is enhanced by effective risk management, which offers a secure and pleasurable event experience.

Event management is a complex discipline that requires effective planning, organization, coordination, and execution. Project success in event management involves meeting or exceeding stakeholders' expectations in terms of quality, timeliness, cost-effectiveness, and stakeholder satisfaction. Achieving project success in this context requires a comprehensive approach that considers the needs of all stakeholders, addresses potential risks, and ensures that events deliver the desired outcomes.

2.2.3 Significance of Project Success in the Event Management Industry

Project success holds dominant importance in the event management industry due to several reasons. Events often serve as platforms for organizations to achieve strategic objectives such as brand promotion, customer engagement, and revenue generation (Allen et al., 2017). A successful event can enhance an organization's reputation, increase brand awareness, and foster positive relationships with stakeholders.

The event management industry is highly competitive, with numerous event planning companies competing for clients and market share. Achieving project success is crucial for organizations to differentiate themselves from competitors, attract repeat business, and sustain long-term profitability (Bowdin et al., 2011).

In addition, events usually require significant human and financial resources to be invested. Thus, optimizing return on investment (ROI) and lowering the risk of financial losses depend on project performance (Silvers et al., 2010). Moreover, prosperous events foster the economic and social advancement of localities by drawing visitors, creating job possibilities, and endorsing nearby enterprises (Foley & McGillivray, 2014).

2.2.4 Success Challenges in Event Management

Project success is often challenging to achieve due to a variety of factors and obstacles that can impact project outcomes. These challenges can stem from internal and external sources, affecting projects across industries, including event management. Understanding these success challenges is crucial for project managers and stakeholders to implement effective strategies that mitigate risks and ensure successful project delivery.

1. Scope creep is the term for when a project's scope gradually grows without corresponding changes to its time, money, or resources (Kerzner, 2017). Delays, cost overruns, and decreased project success may result from it. To prevent scope creep, project managers need to apply change management procedures and keep a precise understanding of the project's scope. This problem is especially pertinent to event management, as clients could ask for more services or adjustments while the event is being planned (Turner, 2019).
2. Effective stakeholder management is essential to project success since there are generally a number of stakeholders involved, each with different expectations and areas of interest (Müller & Turner, 2007). Ineffective stakeholder engagement can result in miscommunication, goals that aren't aligned, and lower satisfaction. Effective stakeholder communication and meeting their demands are essential for project managers to succeed. The secret to success in event management is controlling stakeholder expectations, which include those of customers, vendors, sponsors, and attendees (Bowdin et al., 2011).

3. Resource Constraints: According to Zwikaël and Globerson (2021) projects frequently encounter resource-related constraints, such as those pertaining to money, people, and materials. Lack of resources can make a project less successful by adding to delays, lowering quality, or jeopardizing project deliverables. To guarantee that projects have the resources they need to achieve their goals, effective resource management is crucial. Limited resources in event management can affect the success and quality of events (Allen et al., 2017).

4. Communication Issues: although good communication is essential to a project's success, problems with communication frequently arise (Cicmil et al., 2006). Difficulties, delays, and a decline in stakeholder satisfaction can result from miscommunication. Project managers are responsible for creating effective lines of communication and making sure that correct and timely information is communicated. To ensure a successful event execution, communication between team members, clients, and vendors is essential in event management (Getz, 2012).

5. Risk and Uncertainty: Projects by their very nature are dangerous because of their unique features and transient nature (Project Management Institute, 2017). There are many different sources of risks, such as external causes, resource limitations, and technical problems. Identifying, evaluating, and reducing risks that could compromise the performance of a project are essential components of effective risk management (Rogers, 2013). Weather, logistical difficulties, and safety issues are all examples of risks in event management that need to be controlled to make events effective.

6. Cultural and Organizational obstacles: When working with several teams or geographically dispersed, projects may encounter cultural and organizational obstacles (Crawford et al., 2020). Cultural variations can affect how people communicate, operate as a team, and complete projects. It is imperative for project managers to acknowledge and modify their methodologies in light of these cultural dynamics. Cultural sensitivity is crucial to event management since different stakeholders from different backgrounds are frequently involved (Getz, 2012).

Addressing these success challenges requires a comprehensive approach that combines effective project management practices, stakeholder engagement, risk management, and communication strategies. By understanding and mitigating these challenges, project managers can increase the likelihood of achieving project success.

2.2.5 Project Success Framework in Developing Countries

In developing nations, there are particular possibilities and constraints that need to be taken into account while creating project success frameworks. Resource, infrastructure, governance, and cultural constraints are common in developing nations and can have an adverse effect on project outcomes. These situations require a flexible, culturally aware, and resource-constrained framework for project success.

- **Understanding Local Contexts** One of the key aspects of a project success framework in developing countries understands the local context. According to Ika, (2012) projects in these countries often take place in environments with varying levels of infrastructure, governance, and socio-economic development. Project managers must be aware of these factors and tailor their approach accordingly. This requires cultural competence and an understanding of local customs, norms, and stakeholder expectations (Nguyen et al., 2018).
- **Resource Management** Developing countries often face resource constraints, including limited financial resources, human capital, and access to technology (Kamau & Mohamed, 2015). A successful project framework must prioritize efficient resource management, ensuring that projects are planned and executed within the available resources. This involves careful budgeting, effective resource allocation, and the use of cost-effective solutions.
- According to Okori (2013), numerous stakeholders with varying interests and expectations are frequently involved in initiatives in developing nations, making stakeholder engagement crucial. A project's success depends on early stakeholder engagement and open communication throughout the process. Mechanisms for stakeholder interaction, feedback, and decision-making participation must be included in a project success framework (Müller & Turner, 2007).
- In developing nations, where projects may encounter additional uncertainties as a result of political, economic, or environmental reasons, risk management is essential (Ojiako et al., 2012). To handle these uncertainties, a successful project framework needs to have strong risk assessment and mitigation techniques. This entails having a backup plan and being adaptable to changing circumstances (Khang & Moe, 2008).

- Capacity Building and Knowledge Transfer Developing countries may lack well-established project management practices and experienced project managers (Ika, 2012). A successful project framework should include capacity building and knowledge transfer to enhance project management skills and ensure project sustainability. This can involve training programs, mentorship, and collaboration with international experts.
- In developing nations, a thorough monitoring and evaluation system is necessary for project success (Khang & Moe, 2008). With the help of this system, project managers may monitor developments, spot problems, and assess project results in relation to predetermined success standards. Sufficient observation and assessment have a part in learning, responsibility, and ongoing development.

2.2.6 Project Success Challenges in Small Scale Industries of Event Organization

Project success may be impacted by the particular set of difficulties faced by small-scale event organizing enterprises. Less defined procedures, fewer teams, and resource limitations are some of the inherent constraints and operational characteristics of smaller businesses that give rise to these difficulties. Developing creative answers, managing resources well, and placing a high priority on stakeholder involvement are necessary to meet these issues.

One of the biggest issues facing small-scale event organizations is resource limitations. According to Allen et al. (2017), these limitations include scarce financial resources, fewer human resources, and limited access to infrastructure and technology. Project managers in small-scale companies need to be creative in their planning and execution because they have limited resources. The success of a project can be impacted by resource limitations, which can cause delays, cost overruns, and lower quality.

Project success depends on efficient communication and teamwork, yet small-scale event organizers frequently struggle in these areas (Silvers et al., 2010). Clear communication and teamwork are crucial in smaller teams, but misconceptions and delays in projects can result from poor communication or a lack of collaboration. Effective communication channels must be established by project managers to guarantee that all team members and stakeholders are in agreement with the project goals.

In small-scale industries, the risk of scope creep is high because of limited resources and the need to accommodate client requests. Without proper scope management, project managers may struggle to meet deadlines and budget constraints, affecting project success.

Managing client expectations is a significant challenge for small-scale event organizations. Clients may have high expectations for event quality, often expecting personalized services and unique experiences (Bowdin et al., 2011). Meeting these expectations can be difficult with limited resources, and failing to do so can lead to decreased client satisfaction and project success.

Risk management is crucial for project success, but small-scale event organizations may lack the resources or expertise to implement robust risk management practices (Rogers, 2013). Events are inherently risky, with potential disruptions from weather, logistics, or other unforeseen circumstances. Effective risk management requires anticipating potential risks and developing contingency plans to ensure project success.

Small-scale event organizations must comply with various regulations, including safety, health, and local permitting (Rogers, 2013). Ensuring compliance can be challenging for smaller organizations with limited resources and experience in navigating regulatory requirements. Failure to comply can lead to legal issues, event cancellations, or reputational damage, impacting project success.

2.2.7 Challenges in Project Success in Large-Scale Industry of Event Organization

Large event organizers have certain difficulties that can affect the outcome of their projects. These difficulties stem from the sheer size and complexity of organizing major events, which frequently call for a wide range of resources, complicated logistical needs, and numerous stakeholders. It is essential to comprehend these difficulties in order to put measures into place that guarantee project success.

Coordination and Logistics Large-scale events often require complex coordination among various teams, vendors, and stakeholders (Allen et al., 2017). The complexity of logistics can pose significant challenges, with multiple moving parts that must work seamlessly to ensure project success. Effective project management is crucial to coordinate tasks, maintain schedules,

and ensure all stakeholders are aligned. Any missteps in coordination can lead to delays, increased costs, and compromised quality (Bowdin et al., 2011).

Managing resources efficiently is a major challenge in large-scale event organizations. The sheer scale of these events requires significant financial resources, human capital, and materials (Kerzner, 2017). Effective resource allocation and budgeting are essential to avoid cost overruns and ensure project success. Large-scale events often have higher overhead costs, which can strain budgets and affect profitability (Silvers et al., 2010).

Stakeholder Management Large-scale events involve a diverse range of stakeholders, including clients, sponsors, vendors, regulatory authorities, and attendees (Bowdin et al., 2011). Managing these stakeholders requires effective communication, engagement, and conflict resolution skills. Failure to address stakeholders' needs and expectations can lead to dissatisfaction and impact project success. Project managers must balance conflicting interests while ensuring a positive experience for all stakeholders (Müller & Turner, 2007).

Risk Management Large-scale events are subject to a wide range of risks, including safety concerns, logistical issues, and external factors such as weather or regulatory changes (Rogers, 2013). Effective risk management is crucial to identify potential risks and develop mitigation strategies to ensure smooth event execution. Given the scale of these events, any risk-related issues can have significant consequences, affecting stakeholder satisfaction and project success.

Large-scale events have to abide by a number of laws, including those pertaining to health, safety, the environment, and local permitting requirements (Rogers, 2013). Because of the size and character of the events, compliance challenges might be complicated. The success of the project may be impacted by non-compliance, which may result in fines, legal problems, or postponed events. Close cooperation with regulatory bodies and meticulous documentation are necessary to ensure compliance.

Technology is often used by large-scale event groups for organizing, coordinating, and carrying out events (Allen et al., 2017). Project success may be seriously jeopardized by technological

difficulties including data breaches, cyberattacks, or system breakdowns. To reduce these risks and guarantee efficient event operations, strong cybersecurity measures and efficient use of technology are crucial.

2.2.8 Theories of project success

1. Iron Triangle (Triple Constraint): A fundamental concept in project management is the Iron Triangle, often known as the Triple Constraint. It emphasizes how scope, time, and cost are three interrelated essentials. Any change in one of three dimensions, according to Kerzner (2017), will inevitably have an effect on the other two, requiring a careful balance to ensure project success. This idea emphasizes how crucial it is to manage these restrictions well in order to guarantee that project goals are fulfilled within predetermined bounds.

2. Success Factors (CSFs): Key components required for a project's success are known as Critical Success Factors (CSFs). According to Cooke-Davies (2002), there is a considerable increase in the likelihood of project success when CSFs are identified and addressed early in the project lifecycle. Depending on the specifics of the project, the dynamics of the industry, and the organizational setting, these variables may change. Project managers can focus efforts and resources where they are most needed to accomplish targeted goals by identifying and prioritizing CSFs.

3. Project Success Criteria: These are the standards by which the achievement of the project's goals is measured. According to Turner and Müller (2005), these standards cover a range of factors, including achieving stakeholder expectations, staying within budget and time restrictions, accomplishing predetermined objectives, and meeting quality standards. Determining the degree of project success and evaluating project performance require the establishment of precise and quantifiable success criteria.

4. Stakeholder Theory: Throughout the course of a project, it is important to take into account the expectations and interests of all parties involved in the project. According to Freeman (1984), meeting stakeholder needs and expectations is just as important to a project's success as achieving technical requirements. The probability of project success is increased when

stakeholders are involved and their concerns are addressed. This fosters healthy relationships and improves the reputation of the firm.

5. Goal Setting Theory: This theory contends that creating clear, difficult, and attainable goals inspires people to give their best work both individually and as a team. According to Locke and Latham (2002), having well-defined project goals is essential for motivating employees, encouraging dedication, and improving output—all of which lead to the success of the project. Setting effective goals offers a structure for directing resources and efforts in the direction of project objectives.

6. Systems Theory: According to systems theory, projects are intricate systems made up of interdependent parts. Senge (2006) contends that successful project management and project success depend on a knowledge of the dynamics and interrelationships inside the project system. Project managers can overcome uncertainty and maximize project outcomes by taking the holistic system perspective into consideration when they acknowledge the inherent complexity of projects.

7. Project Management Maturity Models: Frameworks for assessing and improving an organization's project management capabilities are provided by PMMs, such as CMMI and OPM3. As per the Project Management Institute (PMI, 2017), these models aid in evaluating the maturity levels of corporate project management and offer direction for bringing about enhancements. Organizations can discover the advantages and disadvantages of their project management techniques and create plans to improve project success by utilizing maturity models.

2.2.9 Critical Success Factors (CSFs) in Event Management

Event management projects require careful consideration of various factors to ensure successful outcomes. Critical Success Factors (CSFs) play a pivotal role in achieving project objectives and enhancing overall performance. This literature review aims to explore CSFs specific to event management projects, including budget management, stakeholder engagement, risk management,

time management, and quality assurance, and explain their contributions to project success in event organization.

1. Budget Management

Projects involving event management cannot be completed successfully without effective financial management. Getz (2012) has pointed out that event planners frequently struggle with inadequate budget planning and overspending, which can cause delays in projects and worse project quality. In order to ensure the cost-effective delivery of targeted outcomes, financial resource allocation and monitoring are crucial CSFs that support project success (Bowdin et al., 2011).

2. Stakeholder Engagement

In event management initiatives, stakeholder engagement is still another essential CSF. Including clients, sponsors, vendors, and attendees in the project lifecycle promotes communication, timely decision-making, and alignment of expectations (Allen et al., 2017). Getz (2012) asserts that proactive resolution of stakeholder concerns and the maintenance of open lines of communication are essential components that improve stakeholder satisfaction and project success.

3. Risk Management

In event management, risk management is crucial to reducing project interruptions and limiting uncertainty. Critical CSFs include identifying, evaluating, and managing potential risks, such as bad weather, venue problems, and regulatory compliance (Goldblatt, 2010). By strengthening resilience and guaranteeing event continuity, effective risk management techniques, such as contingency planning and risk mitigation measures, contribute to project success (Bowdin et al., 2011).

4. Time Management

The timely completion of assignments and activities is essential to the accomplishment of event management initiatives. According to Goldblatt (2010), ineffective time

management can result in resource conflicts, schedule delays, and reduced event quality. To guarantee the timely completion of project milestones and the success of the event as a whole, CSFs such as thorough project scheduling, job prioritization, and frequent progress monitoring are crucial (Getz, 2012).

5. Quality Assurance

According to Allen et al. (2017), quality assurance is a CSF that includes making sure standards are followed, satisfying client expectations, and giving event goers extraordinary experiences. By improving event quality, reputation, and attendee satisfaction, quality management techniques—such as careful event planning, vendor selection, and post-event evaluation—contribute to project success (Bowdin et al., 2011).

2.2.10 Additional Success Factors in Event Management

Other success variables are important in guaranteeing successful outcomes, in addition to the frequently mentioned aspects impacting project success in event management, such as stakeholder participation, budget management techniques, and communication efficacy. In the context of event management, this section examines other independent variables that may have an impact on project success. These elements consist of innovative event planning, teamwork, technology adoption, and project management strategies.

Project Management Techniques

The success of event projects depends on the use of efficient project management strategies. The aforementioned methodologies comprise planning, execution, monitoring, and control procedures, guaranteeing the timely, cost-effective, and scope-compliant completion of projects (Project Management Institute, 2017). A clear project strategy, risk management techniques, and flexible ways to deal with unforeseen events are necessary for successful project management. In the hectic world of event management, project management strategies such as agile methodologies might be especially helpful (Kerzner, 2017).

Technology Adoption

Modern event management relies heavily on technology, and adopting new technologies is crucial to the field's success (Silvers et al., 2010). The use of digital communication channels for stakeholder participation, sophisticated tools for event execution, and event management software for planning and coordination are examples of technology adoption. According to Allen et al. (2017), technology can increase productivity, simplify procedures, and foster better stakeholder communication in projects. Technology may also help with real-time data analysis and monitoring, which gives project managers the ability to make well-informed decisions and modify their plans as necessary.

Team Competency

The project team's expertise, experience, and knowledge have a big influence on the outcome (Müller & Turner, 2007). Technical proficiency, problem-solving skills, and productive teamwork are examples of team competencies. A capable staff is crucial to event management in order to handle logistical difficulties, guarantee excellent outputs, and adjust to unforeseen circumstances. Maintaining a collaborative and results-oriented approach can help a well-trained and experienced team contribute to effective project outcomes (Getz, 2012).

Event Innovation

Another essential component for event management success is innovation. According to Allen et al. (2017), event innovation entails developing distinctive and unforgettable experiences that set an event apart from others. There are many other ways to innovate, such as using inventive entertainment concepts, imaginative event themes, and engaging activities. Event planners may surpass stakeholder expectations and improve the overall event experience by cultivating an innovative culture. According to Getz (2012), event innovation plays a crucial role in project success by drawing in attendance, garnering favorable feedback, and establishing a solid reputation within the event sector.

2.3 Empirical Literature

Several studies have investigated factors influencing project success in event organizations, shedding light on key determinants and best practices. For instance, in the study conducted by

Johnson and Smith (2019), which explored the impact of stakeholder engagement on project success in music festivals, a comprehensive qualitative approach was adopted to delve into the intricacies of stakeholder dynamics within event management. The researchers meticulously conducted qualitative interviews with a diverse range of participants, including event organizers and stakeholders involved in music festivals. The sample size for this qualitative study consisted of a purposive selection of key individuals representing various stakeholder groups, ensuring a comprehensive representation of perspectives within the industry. Through in-depth interviews, the researchers unearthed valuable insights into the significance of robust stakeholder engagement in enhancing project outcomes. Findings revealed that effective engagement with stakeholders, including sponsors, artists, vendors, and local communities, played a pivotal role in shaping the success of music festivals. Key themes emerged from the interviews, highlighting the importance of building strong relationships, fostering open communication channels, and aligning stakeholder interests with project objectives. Moreover, the study identified specific strategies employed by event organizers to actively engage stakeholders throughout the project lifecycle, such as involving stakeholders in decision-making processes, soliciting feedback, and addressing concerns proactively. Overall, the research underscored the critical role of stakeholder engagement in driving project success in the dynamic and multifaceted context of music festivals, providing valuable insights for event organizers seeking to optimize stakeholder relationships and enhance project outcomes.

Martinez and Garcia (2020) conducted a quantitative research study investigating the influence of budget management practices on event project success, specifically within the context of sports events. Utilizing a mixed-methods approach, the research analyzed financial data and conducted qualitative interviews with event organizers. The study's findings revealed that effective budget planning and allocation were critical determinants of project success in sports events. Adherence to budget constraints, resource optimization, and contingency planning emerged as essential factors contributing to achieving project objectives within financial limitations. These insights underscore the significance of robust budget management practices in ensuring the success of sports events, providing valuable guidance for event organizers to enhance their budget planning and allocation strategies to optimize project outcomes.

In the research conducted by Abate and Tefera (2019), which investigated into the role of internal communication in achieving project goals within event management firms in Ethiopia, a qualitative research methodology was employed to capture the nuances of internal communication practices within the industry. The study meticulously conducted qualitative interviews with a diverse group of participants, including project managers and team members actively involved in event projects. The sample size for this qualitative inquiry comprised a purposive selection of individuals representing various roles and levels within event management firms, ensuring a comprehensive exploration of perspectives and experiences related to internal communication practices. Through in-depth interviews, the researchers unearthed valuable insights into the pivotal role of effective internal communication in driving project success. Findings from the study highlighted that clear and transparent internal communication significantly contributed to project success by fostering collaboration among team members and providing clarity of objectives and expectations. Key themes emerged from the interviews, emphasizing the importance of open channels of communication, regular team meetings, and collaborative decision-making processes. Moreover, the study identified specific communication strategies and tools utilized by event management firms to facilitate effective internal communication, such as digital platforms, face-to-face meetings, and formalized communication protocols. Overall, the research underscored the critical role of internal communication in navigating the complexities of event projects, offering valuable insights for event management firms in Ethiopia seeking to optimize communication practices and enhance project outcomes.

Johnson and Smith (2019) and Abate and Tefera (2019) also did their studies highlighting multifaceted nature of project management in event organizations, where both stakeholder engagement and internal communication play critical roles in achieving project success. Johnson and Smith (2019) emphasized the pivotal role of robust stakeholder engagement, particularly with external stakeholders such as sponsors and artists, in enhancing project outcomes within the context of music festivals. Conversely, Abate and Tefera (2019) underscored the significance of effective internal communication practices, focusing on collaboration and clarity of objectives among internal stakeholders like project managers and team members. While both studies utilized qualitative interviews to gather insights from key stakeholders, they diverged in their

areas of focus, with Johnson and Smith examining external relationships and Abate and Tefera addressing internal processes.

In a study conducted by Teshome (2018), the focus was on identifying key success factors in Ethiopian event management projects, particularly those dealing with large-scale public events. The study adopted a mixed-methods approach, combining quantitative surveys with qualitative interviews to gather data from event organizers, project managers, and stakeholders. The sample size comprised a broad representation of event professionals in Ethiopia, ensuring diverse perspectives on project success. The findings highlighted that successful project outcomes were heavily influenced by effective stakeholder engagement, robust planning and scheduling, and adaptive risk management strategies. The study also revealed that cultural considerations played a significant role in shaping project success, with a need for event organizers to understand and respect local customs and norms. The study provided valuable insights into the unique challenges and success factors in the Ethiopian event management industry, offering guidance for project managers aiming to deliver successful projects in similar contexts.

Similarly, Bekele (2020) conducted research to investigate the impact of leadership styles on project success in Ethiopian event organizations. Using a qualitative approach, the study conducted in-depth interviews with project leaders and team members across various event management firms in Addis Ababa. The sample size included a diverse group of project stakeholders, ensuring a comprehensive understanding of the relationship between leadership and project success. The study's findings indicated that transformational leadership styles, characterized by inspiring and motivating teams, contributed significantly to project success. Leaders who fostered a collaborative environment and encouraged creativity and innovation were more likely to achieve successful project outcomes. In contrast, authoritative leadership styles, where leaders exerted tight control, were associated with lower project success rates. The study underscored the importance of leadership in shaping project dynamics and achieving project objectives in the Ethiopian event management industry.

In a comprehensive study by Demeke and Zewde (2019), the research examined the role of technology in project success within Ethiopian event organizations. The study employed a

quantitative methodology, analyzing data from a large sample of event professionals and stakeholders in Ethiopia. The results indicated that technology adoption, especially the use of event management software and digital communication platforms, played a crucial role in enhancing project success. Event organizations that embraced technology for planning, communication, and project tracking reported higher success rates and greater stakeholder satisfaction. The study highlighted the growing importance of technology in the event management industry and provided valuable insights for Ethiopian event organizers looking to leverage technology to improve project success.

2.4 Conceptual Framework

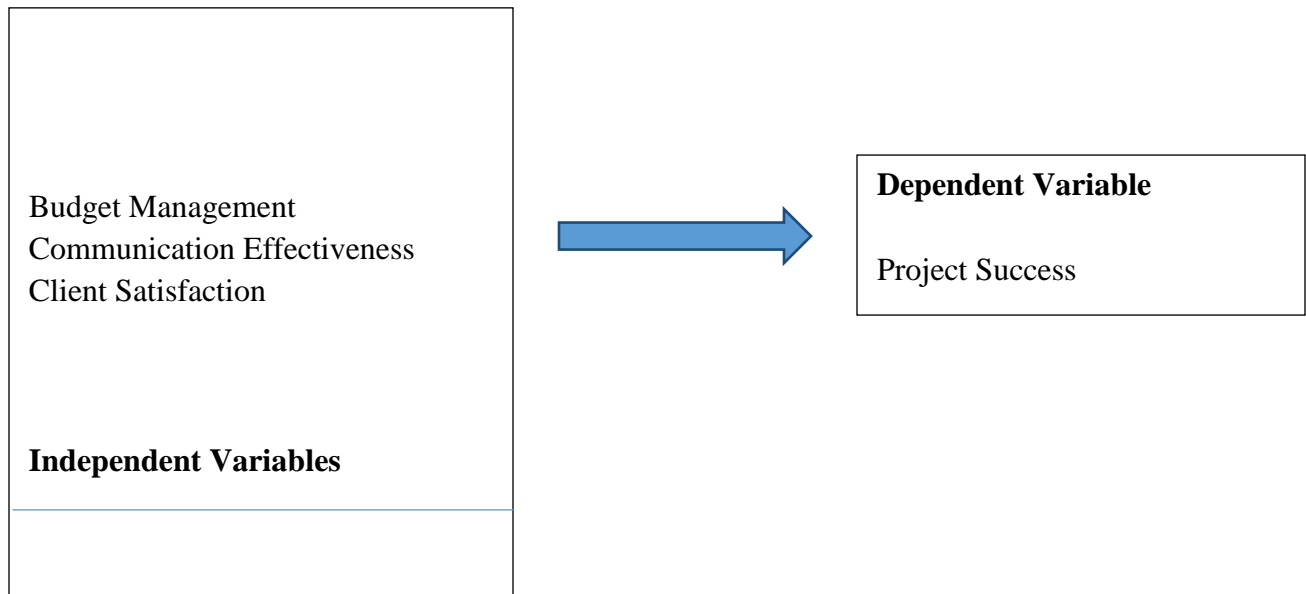
A conceptual framework is a structured representation of the key variables and their relationships within a study. It serves as a blueprint for research, guiding the study's design, methodology, and analysis by illustrating how different variables are expected to interact and influence the outcomes. Conceptual frameworks are critical for providing clarity and a clear understanding of the research's focus (Miles et al., 2014). They offer a visual or narrative explanation of the relationships between the independent and dependent variables, enabling researchers to test hypotheses and draw meaningful conclusions.

In this study, the dependent variable is project success. Project success is typically defined as the achievement of specific project objectives within constraints such as time, budget, and scope (Kerzner, 2017).

The independent variables are the various factors that contribute to or influence project success. It includes budget management practices, communication effectiveness, and client satisfaction. These factors are essential in event management projects and directly impact the success of a project (Morris & Pinto, 2004).

However, other factors such as project management techniques, technology adoption, team competency, and event innovation also play significant roles in project success and can be considered additional independent variables.

Figure 2.1 Conceptual Framework



2.5 Knowledge gaps and Future Directions

While extensive research exists on project management in event organizations, significant gaps remain, particularly when considering event companies operating in developing countries like Ethiopia.

Extensive literature explores budget variances in event management, identifying causes like inaccurate estimates, poor risk management, and vendor cost fluctuations (Baccarini, 2019; Morris et al., 2017). However, limited research investigates these factors within the unique context of developing countries. There's a lack of research exploring how factors specific to developing countries, such as limited access to resources (Bowen & Choi, 2019), fluctuating vendor pricing due to unstable markets, or infrastructure limitations (Getz, 2012), contribute to budget variances in event companies like Miella Events. This study aims to address this gap by analyzing how these contextual factors interact with traditional causes of budget variances within Miella's projects.

Communication, responsiveness, budget adherence, and overall experience are recognized as key drivers of client satisfaction (Foley & McGillivray, 2014; McMillan, 2019). However, research

often focuses on client satisfaction in developed economies. Little is known about how these factors influence client satisfaction in event companies operating in developing countries like Ethiopia. Cultural preferences, communication styles, and expectations might differ significantly (Freeman, 1984; Silvers et al., 2010). This study aims to fill this gap by investigating the specific factors most valued by Miella Events' clients and how these factors contribute to their overall satisfaction.

Effective internal communication and collaboration are crucial for project success in event management (Schwalbe, 2021). Existing research often examines these aspects in large, established event companies. Limited research explores the challenges and opportunities related to internal communication and collaboration faced by smaller or mid-sized event companies operating in developing countries. Miella Events might face unique challenges due to factors like resource limitations, team composition, or cultural communication styles. This study aims to address this gap by examining how internal communication and collaboration practices at Miella Events impact project goal achievement and deadline adherence.

This research opens doors for future studies exploring event management practices in developing economies. Further research could investigate the generalizability of these findings by comparing Miella Events' experiences with other event companies in Ethiopia or similar regions. Additionally, exploring the impact of technological advancements on budgeting, communication, and collaboration within developing economies could offer valuable insights for event management in a rapidly evolving global landscape.

3 CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the research design and methodology. It includes the research design, the approach, and source of data, instrument of data collection, population and sampling procedures, validity and reliability, methods of data analysis and ethical considerations.

3.1 Research design

A research design according to Mertens, D. M. (2005) is a framework for the study that guides the researcher in the process of collecting and analyzing data and ensures its relevance to the research questions. It includes the philosophical assumptions, research questions, data collection and data analysis methods, and the potential limitations of the study. (Creswell, J. W., & Creswell, J. D., 2018). This study adopted both descriptive and explanatory research design.

3.2 Research approach

The research approach was carefully chosen to align with the study's objectives, research questions, and the nature of the inquiry. Denzin and Lincoln (2005) categorize research approaches into three main types: quantitative, qualitative, and mixed methods. Quantitative research emphasizes numerical data collection and analysis, allowing for statistical analysis and identification of patterns or relationships. Qualitative research prioritizes in-depth exploration of experiences and perspectives. Techniques like interviews, document analysis, and observation gather rich, descriptive data that helps understand the "why" behind phenomena. Mixed methods research combines quantitative and qualitative methods, offering a more comprehensive picture by leveraging the strengths of both approaches. This research adopted a mixed-methods approach, combining qualitative and quantitative data collection and analysis to gain a comprehensive understanding of the factors affecting project success within Miella Events.

3.3 Sources and Types of Data

The data for the study was collected from both primary and secondary sources.

3.3.1 Primary Data

Primary data was obtained through structured interviews, questionnaires, observation and document analysis from the respondents, which includes interviews in retrieving data and the current status of factors affecting project success.

- **Structured Interviews:** Conducting structured interviews with respondents, including project managers, team members, stakeholders, and other relevant personnel involved in Miella Events. These interviews aim to retrieve firsthand insights into the current status and experiences related to factors affecting project success.
- **Questionnaires:** Administering structured questionnaires to gather specific responses both open ended and close ended questions from respondents, potentially including Miella Event staff and clients. The questionnaires aim to collect quantitative data on perceptions, opinions, and experiences regarding project success factors.

- Observation: Engaging in observational methods to witness and understand real-time project management practices, team dynamics, and other operational aspects within Miella Events. Observations supplement qualitative data collection by providing direct insights into actual practices and behaviors.

3.3.2 Secondary Data

The secondary data was obtained from a review of related literature from published journals, books, related articles, internal records, the internet, and relevant documents (documents related to the study) was reviewed as references. Secondary data was used because it increases understanding of factors affecting project success in event organization.

- Literature Review: Reviewing published journals, books, articles, and academic papers related to event management, project success factors, and relevant theories. This secondary data aids in enhancing the understanding of established knowledge and theories regarding factors affecting project success.
- Internal Records: Examining internal records within Miella Events, including previous project documentation, performance reports, and organizational data related to project success factors. This information supplements primary data by providing historical context and benchmarking against established practices.
- Internet Sources: Exploring credible online resources, industry reports, case studies, and reputable websites for additional information and insights related to project management practices and factors influencing project success in event organizations.

3.4 Instrument of Data Collection

Instrument of data collection depended on interview and standard questionnaires prepared by the Researcher, prepared in the form of Likert five scales of measurement ranging from strongly agree to strongly disagree.

3.5 Sample size and Sampling technique

3.5.1 Sample Size

For this research, a sample size of 50 project teams directly involved in the Walia, Bedele, Harar and Heineken beer project was targeted for data collection. This sample size is considered sufficient to obtain meaningful insights into the factors affecting project success within the context of Miella Events' collaboration with Heineken. With a focused approach on a specific project and direct involvement of project teams, a sample size of 50 allows for in-depth exploration of key variables while maintaining practical feasibility.

3.5.2 Sampling Technique

The sampling technique employed for this research was purposive sampling, also known as judgmental or selective sampling. Purposive sampling, also known as judgmental or selective sampling, is a non-probability sampling technique used in qualitative research to select participants based on specific characteristics or criteria relevant to the research objectives (Creswell & Creswell, 2017). In this case, 50 project teams directly involved in the Walia, Bedele, Harar and Heineken beer project was purposefully selected based on their firsthand knowledge and involvement in the project. Given the scope of the research, purposive sampling enables the selection of a manageable sample size that meets the research objectives while remaining practical in terms of data collection and analysis. This approach avoids the need for a larger, more generalized sample, which might dilute the focus on specific factors influencing project success. This approach ensures that the sample represents individuals with direct experience and insights into the factors influencing project success within the specific context of Miella Events' collaboration with Heineken. By targeting individuals who are closely connected to the project, the research aims to gather rich and relevant data to address the research objectives effectively.

3.6 Validity and Reliability

3.6.1 Validity

Validity refers to the extent to which a research study accurately measures what it intends to measure and whether the findings are trustworthy and credible (Trochim & Donnelly, 2008). In

this study, several measures were taken to ensure the validity of the research findings. Firstly, content validity was ensured by carefully designing the questionnaire and interview protocols to align with the research objectives and adequately capture the key variables of interest, such as budget variances, client satisfaction factors, and internal communication dynamics. Construct validity was addressed by using established measurement scales and validated instruments wherever possible to assess variables consistently across participants. Additionally, criterion validity was considered by comparing the research findings with existing literature and industry standards to ensure that the conclusions drawn from the study are logically consistent and meaningful.

3.6.2 Reliability

Reliability refers to the consistency and stability of research findings over time and across different conditions (Trochim & Donnelly, 2008). To enhance the reliability of this study, several strategies were implemented. Firstly, standardized data collection procedures were followed meticulously to ensure consistency in data collection across participants and data collection points. Cronbach's alpha was used to measure the reliability of all the variables addressed on the questionnaire.

Table 3.1 Reliability test

Variables	Cronbach's Alpha	N of items
Budget	0.964	8
Client Satisfaction	0.834	5
Internal Communication	0.950	4
Project Success	0.892	5

Generally speaking, scales with a coefficient alpha between 0.80 and 0.95 are considered to have very good reliability, and an alpha value between 0.60 and 0.70 indicates fair reliability. When the coefficient alpha is below 0.6, the scale has poor reliability (Cronbach, 2001). Most statistical software packages, such as SPSS, easily computed coefficient alpha. This coefficient measures the extent to which an instrument yields consistent result. So, by using this reliability test the researcher checked how fit items in a set are linked to one another. In the above study, the researcher showed the results of the reliability test for each variable under study.

3.7 Methods of Data Analysis

Every response was assigned some score based on this overall satisfaction level was determined. Respondents was asked to rate their satisfaction with various aspects of their work along a 5-point Likert-type scale, ranging from 1 = Strongly Agree to 5 = Strongly Disagree. All the questionnaires from the respondents were properly and carefully examined so as to check on the errors, completeness and inconsistencies.

The purpose of the 5-point Likert-type scale study is to make the response a true reflection of organization reality rather than an individual opinion. All the questionnaires from the respondents were properly and carefully examined to check on the errors, completeness, and inconsistencies. Data which was gathered entered the Statistical Package for the Social Sciences (SPSS) for analysis purpose. This was carried out to ensure that the data from the respondents is accurate, reliable, and consistent.

3.7.1 Transformation of Likert Scale into Numeric Data

In this study, respondents' opinions were collected using a Likert scale, with responses ranging from 1: strongly Agree to 5: Strongly Disagree. These responses were converted into numeric values to facilitate quantitative analysis. Here's why and how this transformation was done:

1. **Ordinal to Interval Data:** Likert scale data, though ordinal, is often treated as interval data in research with scales of five or more points. This approach assumes equal intervals between scale points, enabling arithmetic operations and statistical analysis.

2. **Suitability for Regression Analysis:** Regression analysis requires numeric input to model the relationships between variables. Treating Likert scale data as interval data permits the application of parametric tests, assuming the intervals between responses are roughly equal.
3. **Empirical Justification:** Research supports the validity of using Likert scale data in regression models. For instance, Norman (2010) discusses that treating Likert data as interval data does not significantly impact the results' validity, especially with larger sample sizes where the Central Limit Theorem ensures normal distribution of sample means.

The numeric transformation allowed for detailed analysis of the relationship between the dependent variable (project success) and the independent variables (budget, client satisfaction, internal communication). This approach aligns with established research practices and statistical principles, ensuring robust and meaningful findings.

3.8 Data Analysis Technique

The data was analyzed using regression analyses. Regression analysis was selected as it provides the optimal method to examine the relationship between a dependent variable and a set of independent variables. It enabled forecasting the value of the dependent variable based on its relationship with the independent variables employed in the analysis. In this research project, the independent variables represented causes of project failure, while the dependent variable denoted project success.

The model of multiple linear regression was used hence, the model used is as follows: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + e$ Where: Y= the dependent variable (Project Success)

α = Constant

β = Coefficient of the factors

X= the independent variables

e= error estimates

X_1 = Budget

X_2 = Client Satisfaction

X_3 =Internal Communication

Descriptive statistics such as percentage, mean, standard deviation was used to describe the dataset. These statistics summarized the data, offering insights into central tendencies and variability within the variables under examination. The utilization of regression analysis alongside descriptive statistics uncovered and quantified the relationships between causes of project failure and resulting project outcomes. This approach provided a comprehensive understanding of factors influencing project success in Miella Events.

3.9 Ethical Issues

Ethical considerations are fundamental in research involving human participants, and this study prioritized ethical principles to safeguard the rights and welfare of participants (Neuman, 2014). Informed consent is obtained from all participants, outlining the study's objectives, potential risks and benefits, and participants' right to withdraw from the study at any stage without repercussions. Data is securely stored to prevent unauthorized access and maintain confidentiality. Moreover, participants were assured of their right to privacy, and their identities were undisclosed in any publications or reports stemming from the study.

4. CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents, analyzes, and interprets the data collected from the employees of Miella Events using questionnaires. The aim was to evaluate the factors influencing project success, focusing on budget management, client satisfaction, and internal communication. Data collection and analysis were performed to gain insights into these critical areas. To gather the necessary data, questionnaires were designed and distributed to selected employees at Miella Events. A total of 50 questionnaires were distributed, and all were returned, thanks to the assistance provided by the organization's management in the distribution and collection process.

The questionnaire employed a 5-point Likert scale format, which is a highly structured approach that uses closed-ended questions. This format required respondents to select their level of agreement or disagreement with a series of statements related to the research topic. The scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree), allowing for meaningful responses that reflect the respondents' views on the given subject.

The first section of this chapter details the general profile (demographics) of the respondents. The second section analyzes the data related to the key variables under study: budget management, client satisfaction, and internal communication. The results are presented in tables for clarity. This study utilized both quantitative and qualitative methods to ensure a comprehensive analysis of the data collected.

4.1 General Information of Respondents

In this section, information regarding the general background of the respondents was gathered. The researcher collected personal details such as gender, age, position within the company, and years of service at Miella Events, the number of event projects handled annually, and the type of events they work on. This data was then analyzed using SPSS to provide a comprehensive overview of the respondents' demographics.

Table 4.1.1 Gender of the Respondents

		Frequency	Percent (%)	Valid Percent
Items	Male	27	54	54
	Female	23	46	46
	Total	50	100.0	100.0

Source: Survey 2024

As indicate in the table above, 27(54%) of the respondents were male and 23(46%) of the respondents were Female. this indicates that there are more male employees than their female counterparts.

Table 4.1.2 Age of Respondents

Age					
		Frequency	Percent (%)	Valid Percent	Cumulative Percent
Items	Under 25	14	28	28	28
	25-34	29	58	58	86
	35-44	7	14	14	100.0
	Above 45	0	0	0	
	Total	50	100.0	100.0	

Source: Survey 2024

As indicate in the table above, 14 respondents (28%) were under the age of 25, 29 respondents (58%) were between 25 and 34 years old, and 7 respondents (14%) were between 35 and 44 years old. None of the respondents were above the age of 45. This distribution demonstrates that the company has a diverse age range among its employees, with the majority classified as young adults.

Additionally, the cumulative percentages for each age category are as follows: 28% for those under 25, 86% for those aged 25-34, and 100% for those aged 35-44. This cumulative distribution reveals that a substantial proportion of the company's workforce, 86%, is under the age of 35. This suggests a predominantly young workforce, which could have implications for the company's dynamics, including adaptability to new technologies and methodologies, as well as potentially high levels of energy and innovation. The absence of employees over 45 might also indicate a potential area for the company to consider in terms of diversity and experience.

Table 4.1.3 Current Position of the Respondent

		Frequency	Percent	Valid Percent
Items	Chief Operation Officer	3	6	6
	Head of Events	5	10	10
	Account Manager	7	14	14

	Event Operation Officer	12	24	24
	Marketing Manager	6	12	12
	Finance and Budgeting	5	10	10
	Event Manager	6	12	12
	Facilitator	6	12	12
	Total	50	100.0	100.0

Source: Survey 2024

For the above table, we can see that Chief Operation Officer constitutes of 3(6%) of the total respondents in the sample which shows the lowest amount found in the survey. This indicates a limited representation of high-level operational leadership in the survey. 5(10%) of the respondents are head of events, 6(12%) of the respondents are marketing managers, 7(14%) of the respondents are account managers, 6 (12%) of the respondents are event managers, 5(10%) of the respondents are finance and budgeting, 6(12%) of the respondents are facilitators, the majority of the respondents are event operation officer with 12(24%) of the respondents, highlighting the significant presence and critical role of operational staff in the execution of events at Miella Events.

Table 4.1.4 Work Experience in the company

Work Experience in Miella					
		Frequency	Percent (%)	Valid Percent	Cumulative Percent
Items	Less than 1 year	14	28	28	28
	1-3 years	27	54	54	82

	4-6 years	9	18	18	100.0
	7-10 years	0	0	0	0
	Total	50	100.0	100.0	

Source: Survey 2024

As indicated in the table above, 14(28%) of the respondents worked in the company for less than 1 year, 27(54%) worked in the company for 1-3 years, 9(18%) have been serving for 4-6 years. And none of the respondents have worked for 7-8 years. The fact that none of the respondents have worked for 7-8 years aligns with the information that Miella Events was established in 2020. This means the company is relatively new, and it is not possible for any employee to have more than 4 years of tenure.

A notable 28% of employees have been with the company for less than a year. This could imply ongoing expansion, with new hires continually joining, or it may indicate a higher turnover rate where new employees are frequently brought in.

The presence of 9 employees (18%) with 4-6 years of experience, despite the company being established only in 2020, implies that these employees joined the company shortly after its inception. This group likely forms the core experienced team that has grown with the company, providing valuable continuity and institutional knowledge.

The work experience data reflects a young and dynamically growing company. Miella Events appears to be in an active phase of development and expansion, with a solid core of early employees who have remained with the company, providing stability. The significant number of newer employees suggests that the company is either continuing to expand its workforce to support growth or managing a high turnover rate.

Table 4.1.5 Respondents Number of event projects annually

Respondents Number of event projects annually					
		Frequency	Percent (%)	Valid Percent	Cumulative Percent
Items	Less than 5 projects	7	14	14	14
	5-10 projects	17	34	34	48
	11-20 projects	21	42	42	90

	21-30 projects	4	8	8	98
	more than 30 projects	1	2	2	100.0
	Total	50	100.0	100.0	

Survey: Source 2024

From the above table we can see that 7(14%) of the respondents have participated in less than 5 projects annually implying that these respondents might be new hires who have not yet had the opportunity to participate in many projects, or they might hold roles that do not require frequent involvement in events. 17(34%) respondents have participated in 5-10 projects annually this moderate participation level suggests that a sizeable group of employees manage a steady but slightly lower number of projects, which might be due to their specific roles, workload balance, or the complexity of the events they handle. 21(42%) have participated in 11-20 projects which indicates a high level of involvement in event organization, suggesting that Miella Events handles a substantial number of projects each year. It also reflects the respondents' significant experience in managing multiple events, which could contribute to their expertise and efficiency.

A smaller percentage of respondents 4(8%) have participated in 21-30 projects annually, and a very few (2%) have been involved in more than 30 projects. These figures suggest that there are key employees who are extremely engaged and possibly responsible for handling multiple projects simultaneously. This intensive engagement might indicate specialized roles or high levels of responsibility and experience.

Table 4.1.6 Type of event respondents primarily work on

		Frequency	Percent (%)	Valid Percent
Items	Corporate events	12	24	24
	Entertainment Events	33	66	66
	Educational Events	5	10	10
	Total	50	100.0	100.0

Survey: Source 2024

As indicated above 12 respondents (24%) primarily work on corporate events, 33 respondents (66%) primarily work on entertainment events, and 5 respondents (10%) primarily work on educational events.

The majority of respondents (66%) primarily work on entertainment events. This implies that Miella Events has a strong focus on the entertainment sector, likely due to high demand and significant market opportunities in this area. According to Allen et al. (2011), the entertainment industry often offers higher revenue potential and greater public visibility, which aligns with Miella Events' strategic emphasis on this sector. The company's core business and expertise appear to lie in organizing entertainment events, which could include concerts, festivals, parties, and other related activities. This focus is supported by literature that highlights the growth and profitability of the entertainment industry (Getz, 2012).

A smaller portion of respondents (24%) work primarily on corporate events. While this is not a significant majority, it suggests that corporate events are still an important part of Miella Events' portfolio. This aligns with findings by Bowdin et al. (2010), who emphasize the value of diversification in event management companies to ensure a stable revenue stream and mitigate market risks. Corporate events, such as conferences, product launches, seminars, and corporate parties, cater to businesses and organizations, highlighting Miella's capability and commitment to serving the corporate sector.

An even smaller percentage of respondents (10%) primarily work on educational events. This indicates that while educational events are part of Miella Events' offerings, they represent a minor segment of the company's operations. These events might include workshops, training sessions, academic conferences, and other educational activities. The limited focus on educational events could be due to lower market demand or strategic prioritization of more lucrative event types. This finding is consistent with studies by Getz (2012), which suggest that educational events typically attract niche audiences and may not be as financially rewarding as entertainment or corporate events.

Relating these findings to the literature reviewed in the second chapter, it is evident that Miella Events has strategically positioned itself within the entertainment sector to capitalize on market

trends and demands. The literature underscores the importance of market alignment and strategic focus in event management (Müller, 2015). Miella's emphasis on entertainment events aligns with industry trends and market opportunities, ensuring their competitive advantage and profitability. The presence of corporate events in their portfolio supports the literature's recommendation for diversification to enhance resilience and stability (Bowdin et al., 2010).

In conclusion, the data presentation and analysis reveal that Miella Events has strategically prioritized entertainment events due to their market potential and profitability, while maintaining a diversified portfolio with corporate and educational events. This strategic alignment with industry trends and literature findings underscores Miella's approach to achieving success and sustaining growth in the event management sector.

4.2 Descriptive Analysis of Data related to Project Success

This section of the chapter puts the results for the descriptive analysis and interprets it accordingly. Descriptive statistics, in the form of mean and standard deviation, were presented to illustrate the level of agreement of the respondents with their implications. The responses of the respondents for the variables indicated below were measured on five-point Likert's scale with: 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5= strongly agree. But while making interpretation of the results of mean and standard deviation the scales were reassigned as follows to make the interpretation easy and clear. 1-1.8= Strongly Disagree, 1.81–2.6 = Disagree, 2.6 – 3.4= Neutral, 3.4 –4.20= Agree and 4.2 –5 = Strongly Agree (Best, 1977, as cited by Birhanu, 2017).

Table 4.2.1 Respondents opinion on issues related to Budget

Theme	N	Mean	Std. Deviation
I feel that the budget allocated for our projects at Miella Events is sufficient.	50	1.98	0.947

The budget for our projects is effectively managed to minimize deviations	50	1.90	0.763
Adequate resources are allocated according to the planned budget for our projects	50	1.98	0.622
Miella Events has effective strategies in place to manage vendor costs.	50	1.92	0.752
When vendor pricing changes occur, Miella Events effectively communicates with vendors to minimize cost overruns.	50	1.94	0.890
Unexpected client requests rarely cause significant deviations from the planned project budget.	50	1.90	0.763
Cost estimates for projects are regularly reviewed and updated throughout the planning process.	50	1.84	0.710
There is clear accountability for managing project expenses within Miella Events.	50	1.70	0.463
Valid N (listwise)	50		
Grand mean		1.89	1.04

Source: Survey 2024

The respondents' opinions on budget-related issues at Miella Events reveal significant concerns regarding budget sufficiency and management effectiveness. The following interpretation integrates these findings with insights from the literature review:

1. Budget Sufficiency and Allocation:

- The statement "I feel that the budget allocated for our projects at Miella Events is sufficient" scored a mean of 1.98 (SD = 0.947), indicating a strong disagreement among respondents regarding budget sufficiency.
- According to Bowdin et al. (2011), effective financial management, including adequate budget planning and allocation, is crucial for project success. However, Getz (2012) highlights that event planners often struggle with inadequate budget planning and overspending, leading to project delays and compromised quality.
- The low mean scores suggest that Miella Events faces similar challenges, where the allocated budget is perceived as insufficient, potentially jeopardizing the successful completion of projects.

2. Effective Budget Management:

- Statements regarding the effective management of project budgets to minimize deviations (mean = 1.90, SD = 0.763) and adequate resource allocation according to the planned budget (mean = 1.98, SD = 0.622) also scored low, indicating dissatisfaction.
- Effective budget management is a critical success factor in event management (Bowdin et al., 2011). Poor budget management can lead to significant project issues, including cost overruns and delays.
- The responses imply that Miella Events might lack robust budget management practices, leading to inefficient use of resources and deviations from planned budgets.

3. Vendor Cost Management:

- The statement "Miella Events has effective strategies in place to manage vendor costs" received a mean score of 1.92 (SD = 0.752), suggesting strong disagreement on this aspect.
- Getz (2012) and Bowdin et al. (2011) emphasize the importance of managing vendor costs to ensure project success. Ineffective vendor cost management can escalate project expenses and affect overall budget performance.
- This finding highlights a potential gap in Miella Events' strategies for managing vendor-related expenses, which could contribute to budgetary challenges.

4. Communication with Vendors:

- The perception that Miella Events effectively communicates with vendors to minimize cost overruns scored a mean of 1.94 (SD = 0.890), indicating dissatisfaction among respondents.
- Effective communication with vendors is essential to manage costs and avoid overruns. Poor communication can lead to misunderstandings and unexpected expenses (Abate & Tefera, 2019).
- The responses suggest that Miella Events may need to improve its communication strategies with vendors to better manage costs and adhere to budgets.

5. Managing Unexpected Client Requests:

- The statement "Unexpected client requests rarely cause significant deviations from the planned project budget" received a mean of 1.90 (SD = 0.763).
- Managing client expectations and changes is crucial for maintaining budgetary control. Frequent deviations due to client requests can indicate inadequate scope management and flexibility in budgeting (Bowdin et al., 2011; Teshome, 2018).
- The low mean score reflects that Miella Events might struggle with accommodating client changes without affecting the budget, highlighting the need for more adaptive and flexible budget management practices.

6. Regular Review and Updating of Cost Estimates:

- "Cost estimates for projects are regularly reviewed and updated throughout the planning process" scored a mean of 1.84 (SD = 0.710), showing disagreement.
- Regular review and updating of cost estimates are essential to manage budgets effectively and anticipate potential overruns (Martinez & Garcia, 2020).
- The responses indicate a potential lack of rigorous financial monitoring and updating practices at Miella Events, which could lead to budgetary issues.

7. Accountability for Managing Project Expenses:

- The statement "There is clear accountability for managing project expenses within Miella Events" had the lowest mean score of 1.70 (SD = 0.463), suggesting strong disagreement.

- Clear accountability is vital for effective budget management. Without it, projects are likely to experience financial mismanagement and inefficiencies (Johnson & Smith, 2019)
- The low score points to a significant area for improvement at Miella Events, where establishing clear roles and responsibilities for budget management could enhance overall financial control.

The overall low grand mean across all budget-related statements suggests that respondents at Miella Events strongly disagree with the adequacy and effectiveness of current budget management practices. Integrating insights from the literature, it becomes evident that robust budget planning, effective resource allocation, stringent vendor cost management, and clear accountability are essential for successful project outcomes. Miella Events may need to address these areas to improve their budget management practices and enhance project success.

Table 4.2.2 Respondents opinion on issues related to Client Satisfaction

Theme	N	Mean	Std. Deviation
Miella Events actively seeks client feedback throughout the event planning process.	50	2.44	1.264
Miella Events effectively communicates with clients to understand their event requirements.	50	2.42	1.214
Miella Events is responsive to client needs and requests throughout the event planning process.	50	2.22	1.250
Clients are satisfied with the budget adherence of Miella Events in executing their events.	50	2.50	1.216
Overall, clients have a positive experience working with Miella Events for their events.	50	2.52	1.313
Valid N (listwise)	50		
Grand mean		2.42	1.251

Source: Survey 2024

The respondents' opinions on issues related to client satisfaction at Miella Events indicate notable concerns. Below, the interpretation integrates these findings with insights from the literature review:

1. Seeking Client Feedback:

- The statement "Miella Events actively seeks client feedback throughout the event planning process" scored a mean of 2.44 (SD = 1.264), indicating that respondents generally disagree with this assertion.
- Literature emphasizes the importance of seeking client feedback as a critical component of effective event management (Bowdin et al., 2011; Getz, 2012). Engaging clients through feedback can lead to improvements in service delivery and client satisfaction.
- The low mean score suggests that Miella Events may not have robust mechanisms in place for actively seeking client feedback, which could hinder their ability to make necessary adjustments and meet client expectations.

2. Client Communication:

- The statement "Miella Events effectively communicates with clients to understand their event requirements" scored a mean of 2.42 (SD = 1.214).
- Effective communication with clients is paramount for understanding and fulfilling their event requirements (Getz, 2012; Abate & Tefera, 2019). Poor communication can lead to misunderstandings, unmet expectations, and dissatisfaction.
- The respondents' disagreement implies that Miella Events may need to enhance their communication strategies to better understand and address client needs.

3. Responsiveness to Client Needs:

- The statement "Miella Events is responsive to client needs and requests throughout the event planning process" scored a mean of 2.22 (SD = 1.250).
- Responsiveness to client needs is a crucial aspect of client satisfaction (Bowdin et al., 2011). An unresponsive approach can lead to client frustration and decreased satisfaction (Teshome, 2018).

- The low score reflects that Miella Events might struggle with being sufficiently responsive to clients, indicating a potential area for improvement in their client management practices.

4. **Client Satisfaction with Budget Adherence:**

- The statement "Clients are satisfied with the budget adherence of Miella Events in executing their events" scored a mean of 2.50 (SD = 1.216).
- Budget adherence is a significant factor in client satisfaction. Clients expect event planners to stick to the agreed budget without compromising on quality (Getz, 2012).
- The low mean score suggests that clients may not be fully satisfied with how Miella Events adheres to budgets, potentially impacting their overall satisfaction.

5. **Overall Client Experience:**

- The statement "Overall, clients have a positive experience working with Miella Events for their events" scored a mean of 2.52 (SD = 1.313).
- Providing a positive client experience is essential for retaining clients and generating repeat business. A positive experience often stems from good communication, responsiveness, and adherence to client requirements (Bowdin et al., 2011).
- The respondents' disagreement indicates that clients may not have a consistently positive experience with Miella Events, which could affect the company's reputation and client retention rates.

The overall low grand mean across all client satisfaction statements suggests that respondents at Miella Events generally disagree with the adequacy of current client satisfaction practices.

Integrating insights from the literature, it becomes evident that actively seeking client feedback, effective communication, responsiveness, and budget adherence are critical components of client satisfaction. Miella Events may need to address these areas to enhance their client satisfaction practices and improve overall client experiences.

Addressing these gaps by implementing robust feedback mechanisms, improving communication strategies, being more responsive to client needs, and adhering to budgets more strictly could

significantly improve client satisfaction. This, in turn, would likely lead to better client retention, positive word-of-mouth, and a stronger market position for Miella Events.

Table 4.2.3 Respondents opinion on issues related to Internal Communication

Theme	N	Mean	Std. Deviation
Information about project goals, deadlines, and tasks is clearly communicated among team members at Miella Events.	50	2.22	0.975
Do team members at Miella Events feel comfortable sharing ideas and concerns related to projects?	50	2.64	1.274
There is a strong sense of teamwork and collaboration among different departments involved in event planning at Miella Events.	50	2.40	1.178
Are there regular and frequent updates on project progress among team members at Miella Events?	50	2.40	1.107
Valid N (listwise)	50		
Grand mean		2.41	1.133

Source: Survey 2024

The respondents' opinions on internal communication at Miella Events show that there are significant concerns. Specifically, the statement "Information about project goals, deadlines, and tasks is clearly communicated among team members at Miella Events" scored a mean and standard deviation of 2.22 and 0.975, respectively. The comfort level of team members in sharing ideas and concerns related to projects scored a mean and standard deviation of 2.64 and 1.274. The perception of strong teamwork and collaboration among different departments involved in event planning scored 2.40 and 1.178. Lastly, the frequency and regularity of updates on project progress scored a mean and standard deviation of 2.40 and 1.107.

The grand mean indicates that respondents generally disagree with statements concerning the effectiveness and clarity of internal communication at Miella Events. This suggests that internal communication is perceived as insufficient by the respondents, which can have significant implications for project success.

Internal communication is critical for project success, as highlighted by various studies. Effective communication within a project team ensures that everyone is aligned with the project goals, deadlines, and tasks, reducing the chances of misunderstandings and mistakes (Pinto & Pinto, 1990). The literature suggests that poor internal communication can lead to project delays, increased costs, and reduced team morale (Ford, McLaughlin, & Wilson, 2003).

In the context of Miella Events, the low scores on internal communication variables suggest that there are gaps in how information is disseminated and how team members collaborate. This finding aligns with the broader literature on project management, which emphasizes that clear and frequent communication is essential for coordinating efforts and achieving project objectives (Kerzner, 2017).

Moreover, the comfort level of team members in sharing ideas and concerns is crucial for fostering an innovative and problem-solving culture (Edmondson, 1999). The relatively low score in this area indicates a potential issue with organizational culture or leadership, where team members might not feel safe or encouraged to voice their opinions.

The collaboration among different departments is also essential for integrated project delivery. A score of 2.40 suggests that departmental silos might exist, hindering the seamless execution of events. This issue is supported by the literature, which indicates that inter-departmental collaboration can significantly enhance project performance (Ochieng & Price, 2010).

The results indicate a need for Miella Events to improve its internal communication strategies. This could involve implementing more structured communication protocols, such as regular team meetings, clear documentation of project plans, and the use of collaborative tools that enhance transparency and information sharing.

Additionally, fostering an inclusive and open organizational culture where team members feel comfortable sharing ideas and concerns is crucial. Leadership training and team-building activities could help in this regard, making team members feel more valued and engaged (Gilley, Gilley, & McMillan, 2009).

Improving inter-departmental collaboration could also involve cross-functional teams and joint planning sessions to break down silos and ensure that all departments are working towards common goals. These measures, supported by the literature, can help Miella Events address the internal communication issues identified in the survey.

Table 4.2.4 Respondents opinion on issues related to Project Success

Theme	N	Mean	Std. Deviation
Projects organized by Miella Events meet its predefined objectives. (time, budget and scope)	50	2.78	1.234
The project stayed within the allocated budget.	50	2.44	0.993
Stakeholders have expressed satisfaction with the project results.	50	2.70	1.035
The client expressed satisfaction with the final project outcome.	50	2.60	1.107
Team members felt a sense of accomplishment upon completing projects	50	3.26	1.175
Valid N (listwise)	50		
Grand Mean		2.75	1.108

Source: Survey 2024

The data gathered on respondents' opinions regarding project success at Miella Events shows varied levels of satisfaction across several dimensions. Specifically, "Projects organized by Miella Events meet its predefined objectives (time, budget, and scope)" scored a mean and standard deviation of 2.78 and 1.234, respectively. The statement "The project stayed within the allocated budget" received a mean of 2.44 and a standard deviation of 0.993. Additionally, "Stakeholders have expressed satisfaction with the project results" scored a mean and standard

deviation of 2.70 and 1.035, and "The client expressed satisfaction with the final project outcome" had a mean and standard deviation of 2.60 and 1.107. Lastly, "Team members felt a sense of accomplishment upon completing projects" scored a mean and standard deviation of 3.26 and 1.175.

The grand mean of these scores indicates a neutral stance concerning the overall success of projects at Miella Events. This neutrality suggests that while there are elements of success, significant areas require improvement.

The neutral scores on project success indicate that while Miella Events meets certain project goals, there are gaps that align with findings in the literature. Project success often hinges on meeting predefined objectives within set constraints like time, budget, and scope, as well as ensuring stakeholder and client satisfaction (Baccarini, 1999; Turner & Zolin, 2012). The relatively low scores in budget adherence and stakeholder satisfaction suggest issues in these areas.

One critical factor noted in the literature is the importance of clear communication and effective project management practices. Turner (2009) emphasizes that successful project outcomes are often a result of robust project management frameworks that include thorough planning, continuous monitoring, and adaptive strategies. The mixed results at Miella Events may reflect a need for stronger project management practices and better resource allocation, as suggested by the literature reviewed.

Furthermore, the sense of accomplishment among team members scoring the highest (mean = 3.26) aligns with literature that highlights team morale and satisfaction as indicators of internal success (Lundin & Söderholm, 1995). However, this internal satisfaction does not fully translate to external stakeholder satisfaction, indicating a possible disconnect between internal processes and external expectations.

The findings suggest that Miella Events should focus on enhancing its project management processes, particularly in areas of budget management and stakeholder communication. The alignment with the literature underscores the necessity of strategic improvements in these areas to enhance overall project success.

4.3Regression Analysis

This sub section presents the result for the factors affecting project success based on the data collected from Miella Events by using the regression model and the beta result of the model. The purpose of the regression analysis in this study is to investigate the relationship between various independent variables (such as internal communication, budget management, and client satisfaction) and the dependent variable (project success) at Miella Events. By applying regression analysis, the study aims to identify key factors, quantify relationships, predict project success, support decision making, and contribute to literature.

4.3.1 Assumptions of the Regression Model

Before presenting the results of the regression analysis, it is important to verify that the assumptions underlying the regression model are met. These assumptions include normality, linearity, homoscedasticity, independence of residuals and absence of multicollinearity.

4.3.1.1 Normality test

The normality test assesses whether the residuals (errors) of the regression model are normally distributed. This is important because many statistical tests, including the t-tests for coefficients in regression, assume that the residuals are normally distributed.

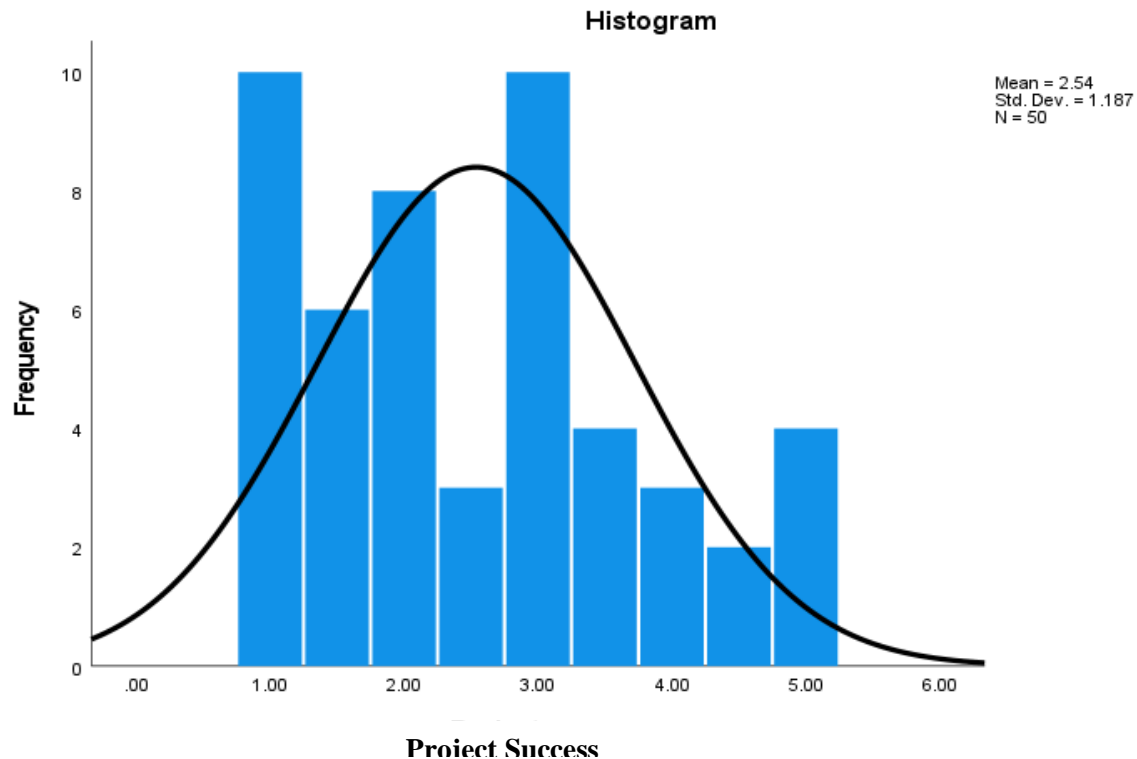


Figure 4.1 Histogram Graph
Source: Survey 2024

Figure 2 illustrates the histogram of the residuals from the regression analysis indicates that they follow a more or less normal distribution. This result is significant as it satisfies one of the key assumptions of linear regression, ensuring that the inferential statistics derived from the model are valid.

In the context of Miella Events, the normal distribution of residuals indicates that the regression model is well-specified and the assumptions of the regression analysis are reasonably met. This provides confidence in the conclusions drawn from the regression analysis regarding the factors influencing project success.

Given that normality is achieved:

- **Reliable Inferences:** The conclusions about the impact of various independent variables on project success are reliable. This means the identified relationships are valid and can be used to inform strategic decisions at Miella Events.

- **Robust Predictions:** Predictions made using this regression model are robust. For instance, predicting future project success based on current levels of client satisfaction or internal communication practices will be accurate, aiding in strategic planning and resource allocation.
- **Improvement Strategies:** The validity of the regression model allows Miella Events to trust the identified areas needing improvement. For example, if internal communication is found to significantly impact project success, Miella Events can confidently invest in improving communication channels and practices, knowing that such improvements will likely lead to better project outcomes.

4.3.1.2 Linearity Test

The linearity test assesses whether there is a linear relationship between the independent variables and the dependent variable. This is a fundamental assumption of linear regression models.

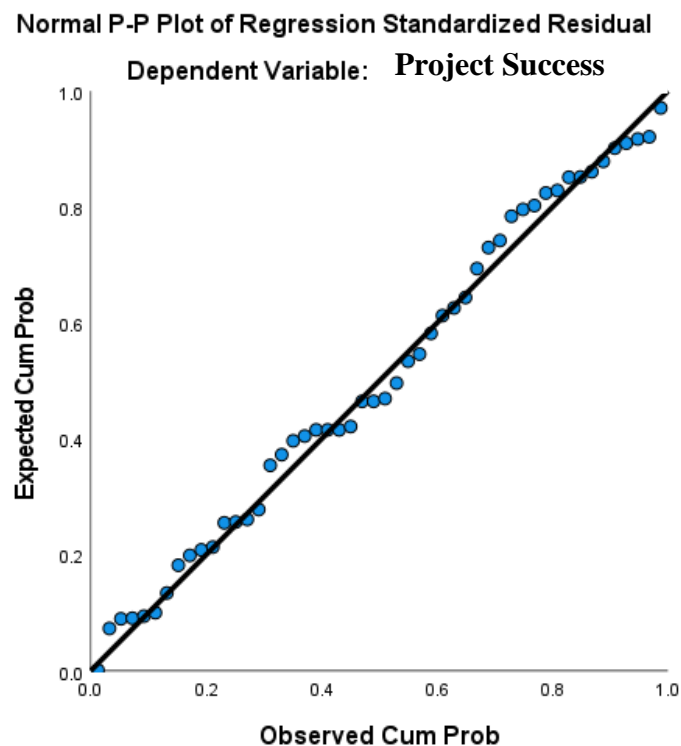


Figure 4.2 Normal P-P Plot
Source: Survey 2024

Figure 3 illustrates the linearity test in SPSS indicates that the points are not scattered, suggesting that the relationship between the independent variables and the dependent variable is linear. This finding has important implications of model appropriateness, accuracy of prediction and reliable coefficient. In the context of Miella Events, the linearity test results imply that:

- **Strategic Insights:** The insights derived from the regression model are valid. For example, if the model suggests that better budget management is associated with higher project success, this relationship is linear. Hence, any incremental improvement in budget management practices will proportionally enhance project success.
- **Focused Interventions:** The company can focus on linear interventions to improve project outcomes. Since the relationships are linear, small changes in the predictors will lead to proportional changes in the outcome, allowing for targeted and effective strategic initiatives.
- **Effective Resource Allocation:** Understanding that the predictors have a linear relationship with project success enables Miella Events to allocate resources effectively. For instance, investing in improving client satisfaction or internal communication will directly contribute to better project outcomes.

4.3.1.3 Homoscedasticity test

Homoscedasticity is the assumption of equal variance, the points must be about the same distance from line. If visual inspection shows a random pattern or the statistical tests suggest no significant relationship between residuals and the independent variable, we can conclude homoscedasticity exists. This is a good thing, as it validates one of the key assumptions for linear regression.

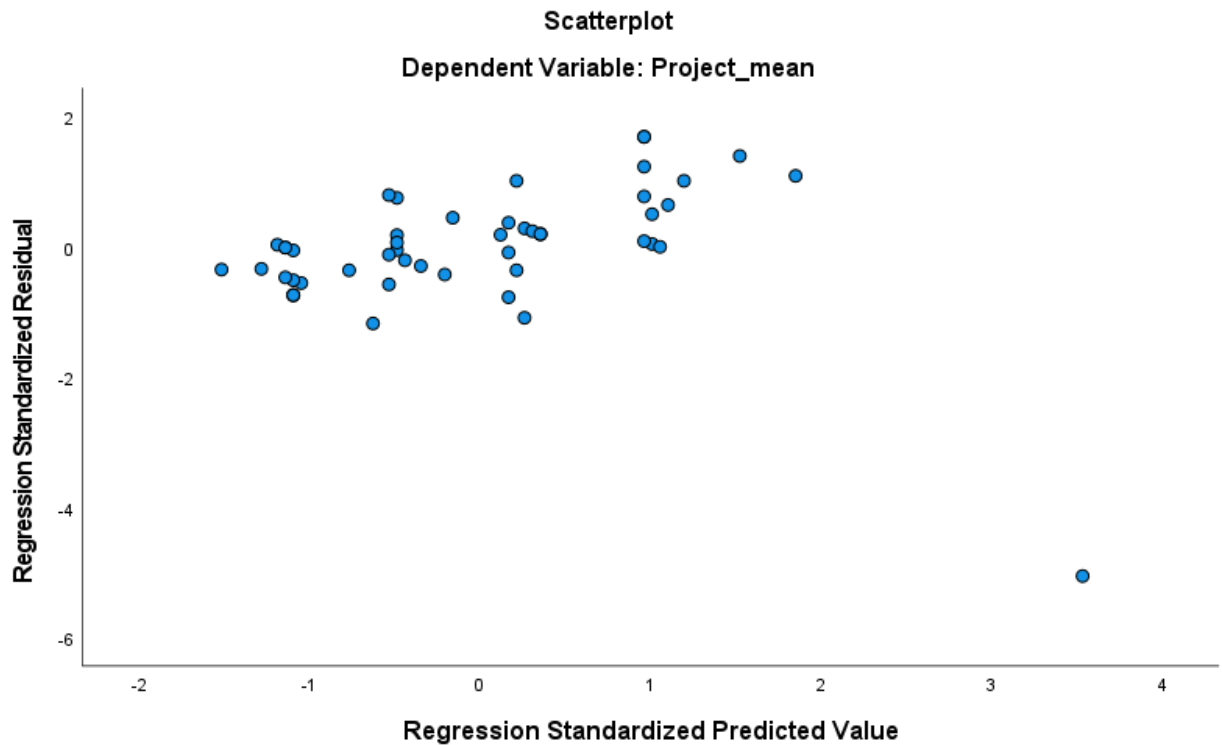


Figure 4.3 Scatter Plot
Source: Survey 2024

Figure 4 illustrates the homoscedasticity test results in SPSS indicate that the scattered points are somewhat at equal distances from the linear regression line. This suggests that the homoscedasticity assumption is mostly met, meaning that the variance of the residuals remains fairly consistent from the start to the end of the regression line. While this indicates homoscedasticity, it is important to note that we cannot be 100% confident in this assumption due to some minor deviations.

The homoscedasticity test results imply several key points for the analysis of project success at Miella Events:

- **Model Validity:** The regression model is valid because the homoscedasticity assumption is mostly met. This enhances the reliability of the regression coefficients and the overall model.
- **Consistent Variance:** The consistent spread of residuals indicates that the errors of the model do not increase or decrease systematically with the values of the predictors. This

suggests that the predictors (e.g., budget management, client satisfaction, internal communication) have a stable influence on the dependent variable (project success).

- **Accurate Confidence Intervals:** The presence of homoscedasticity ensures that the confidence intervals for the regression coefficients are accurate, which is crucial for making reliable inferences and decisions based on the model.
- **Efficiency of Estimates:** Homoscedasticity implies that the ordinary least squares (OLS) estimates are efficient and unbiased, providing the best linear unbiased estimates (BLUE) of the regression coefficients.

The implication for Miella Events includes strategic decision making, resource allocation and focused intervention.

4.3.1.4 Autocorrelation test

Table 4.3.1.4 Autocorrelation test

Model	Durbin-Watson
1	1.850

Source: Survey 2024

The Durbin-Watson statistic is a test for autocorrelation in the residuals from a statistical regression analysis. Autocorrelation occurs when the residuals (errors) are not independent from one another, which can indicate a problem with the model. The Durbin-Watson statistic ranges from 0 to 4, where: a value of 2 indicates no autocorrelation, values approaching 0 indicate positive autocorrelation and values approaching 4 indicate negative autocorrelation.

The table shows that the Durbin-Watson value is 1.850. This value is close to 2, which suggests that there is no significant autocorrelation in the residuals of the regression model. This means that the assumption of independent errors is largely satisfied, enhancing the reliability of in the regression analysis.

The Durbin-Watson value of 1.850 indicates that the regression model used in this study meets the assumption of independent errors, thereby enhancing the reliability and validity of the findings. This ensures that the strategic decisions and interventions recommended based on the regression analysis are well-founded and trustworthy.

4.3.1.5 Multicollinearity test

In regression analysis, multicollinearity occurs when two or more independent variables are highly correlated, leading to unreliable estimates of regression coefficients. Multicollinearity can be assessed using tolerance values and Variance Inflation Factor (VIF).

Table 4.3.1.5 Multicollinearity test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Budget	.907	1.067
2	Client Satisfaction	.856	1.275
3	Internal Communication	.887	1.256

The Tolerance values for all three independent variables (budget, client satisfaction, and internal communication) are well above 0.1, and their VIF values are all significantly below 10. These findings indicate that multicollinearity is not an issue in the regression model. The low multicollinearity suggests that each predictor variable independently contributes to the explanation of variance in the dependent variable without redundancy or overlap with other predictors. Consequently, the regression model's estimates should be stable and interpretable, providing clear insights into the relationship between these independent variables and project success at Miella Events.

4.3.2 Regression results

Table 4.3.2.1 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.952 ^a	.907	.901	.37439	1.850

a. Predictors: (Constant), Budget, Client Satisfaction, Internal Communication

b. Dependent Variable: Project Success

Table 4.3.2.2 Anova Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62.632	3	20.877	148.943	.000 ^b
	Residual	6.448	46	.140		
	Total	69.080	49			

a. Dependent Variable: Project Success

b. Predictors: (Constant), Budget, Client Satisfaction, Internal Communication

Table 4.3.2.3 Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.113	2.161		5.289	.091
	Budget	.330	.157	.328	2.101	.041

	Client Satisfaction	.325	.152	.311	2.133	.038
	Internal Communication	.322	.158	.332	2.037	.047

a. Dependent Variable: Project Success

As indicated in the above table, the regression analysis conducted aimed to examine the relationship between project success (dependent variable) and the independent variables: Budget, Client Satisfaction, and Internal Communication. The findings reveal important insights into how these factors influence project success.

Strength of Association

The R-value of 0.952 indicates a strong, positive correlation between the independent variables (Budget, Client Satisfaction, and Internal Communication) and project success. This strong correlation suggests that higher budget allocation, greater client satisfaction, and stronger internal communication are associated with higher levels of project success.

Explanation of Variance

The R-squared value of 0.907 indicates that 90.7% of the variation in project success can be explained by the combined influence of Budget, Client Satisfaction, and Internal Communication. This high R-squared value demonstrates that these three factors account for a significant portion of the differences in project outcomes within the dataset. This finding is critical as it highlights the substantial impact of these variables on the success of projects managed by Miella Events.

Model Fit and Statistical Significance

The ANOVA table provides a comprehensive assessment of the overall fit of the regression model. The F-ratio of 148.943, with a highly significant p-value of 0.000 (less than 0.05), indicates that the model's predictions are statistically significant. This means that the probability of the observed relationship being due to random chance is extremely low. The significant F-

ratio confirms that the regression model, incorporating Budget, Client Satisfaction, and Internal Communication, is a better predictor of project success compared to a model that uses the mean project success value alone.

4.4 Results of the qualitative analysis

The researcher conducted interviews with key stakeholders involved in Heineken events managed by Miella Events to gain deeper insights into the factors influencing project success. The interviewees included brand managers, event coordinators, and senior managers. The following analysis synthesizes their responses to the interview questions under study (see appendix I).

Interviewees generally agreed that Miella Events faces challenges in managing project budgets effectively. One brand manager mentioned, "Budget management is a recurring issue. We often find that the initial budget estimates are not sufficient to cover all project expenses." Another event coordinator noted that while there are strategies in place to manage costs, unexpected expenses frequently arise, leading to budget overruns.

When significant budget deviations occurred, the handling of these situations varied. A senior manager stated, "In cases of budget deviations, we try to negotiate with vendors and seek additional funds from clients. However, this is not always successful, and it can impact the overall quality of the event." Another respondent added that internal budget reviews and reallocations are common practices, but they are often reactive rather than proactive.

The ability of Miella Events to meet deadlines received mixed reviews. One interviewee said, "Deadlines are frequently missed due to poor initial planning and unforeseen challenges." Another highlighted that while some projects do meet deadlines, it often comes at the cost of working overtime and stretching resources thin.

Achieving project goals also presented challenges. An event coordinator noted, "We strive to meet the project goals, but often we have to adjust them midway due to changing client requirements or budget constraints." A senior manager observed that while the goals are eventually met, the path to achieving them is fraught with difficulties, impacting overall project success.

Transparency and communication regarding project progress and challenges were identified as areas needing improvement. One respondent stated, "Communication is sporadic and often lacks detail. We are not always aware of potential issues until they become critical." Another added that regular updates are not always provided, leading to gaps in information and coordination.

Interviewees were divided on their satisfaction with the overall event experience delivered by Miella Events. One brand manager expressed satisfaction, saying, "Despite the challenges, the final events usually turn out well and clients are generally happy." However, another respondent pointed out, "There are inconsistencies in the quality of events, and some do not meet the expectations set at the outset."

The success of Miella Events in achieving Heineken's event objectives such as brand awareness and customer engagement was also mixed. One senior manager commented, "Some events have been very successful in terms of brand exposure and customer interaction, but others have fallen short." They emphasized that aligning event execution with Heineken's strategic goals remains a challenge.

Interviewees provided specific examples of strengths and shortcomings in Miella Events' service. One respondent praised the creativity and innovation of the event concepts, saying, "The ideas are often brilliant and capture the essence of the brand." Conversely, a common shortcoming mentioned was logistical execution, with one interviewee stating, "The logistical aspects sometimes fall short, with delays and miscommunication affecting the overall experience."

Overall, the qualitative analysis indicates that Miella Events faces several challenges in managing budgets, meeting deadlines, achieving project goals, and maintaining clear communication. While there are notable strengths in creativity and innovation, there are significant areas for improvement to enhance overall project success and client satisfaction.

Integration of Qualitative and Quantitative Results

The integration of qualitative and quantitative results provides a comprehensive view of the challenges and successes of Miella Events.

Budget Management

Quantitative data indicated a general dissatisfaction with budget management practices at Miella Events. The mean scores for statements related to budget sufficiency (1.98), effective management (1.90), and adequate resource allocation (1.98) all fell within the "disagree" range. These findings are supported by qualitative data, where stakeholders repeatedly mentioned budget overruns and insufficient initial budget estimates. The mixed-methods approach confirms that budget management is a significant challenge for Miella Events, impacting project outcomes and client satisfaction.

Client Satisfaction

Quantitative results showed that client satisfaction scores were generally low, with means around 2.44 to 2.52, indicating disagreement with positive statements about client satisfaction practices. Qualitative responses echoed this sentiment, highlighting inconsistencies in event quality and the impact of budget and planning issues on client satisfaction. Stakeholders' comments about communication gaps and unmet expectations align with the quantitative data, suggesting that client satisfaction is an area needing significant improvement.

Internal Communication

Quantitative analysis revealed dissatisfaction with internal communication, with mean scores indicating disagreement with statements about clear communication, team collaboration, and regular updates. Qualitative insights provided depth to these findings, with respondents noting sporadic communication and a lack of detailed updates. The combination of both data sets underscores the importance of improving internal communication to enhance project success and client satisfaction.

Project Success

Quantitative data indicated a neutral stance on project success, with mean scores around 2.70, suggesting that while some projects meet their goals, many do not. This is reinforced by qualitative findings where stakeholders cited issues with meeting deadlines, adjusting project goals, and managing logistical challenges. The alignment of quantitative and qualitative data points to a need for better planning, resource allocation, and communication to improve overall project success.

5. CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter deals with the summary of findings, conclusion, and recommendations. For the study literature was reviewed and qualitative and quantitative data were collected through questioners which were filled by the employee. The data collected through the questionnaire were presented, analyzed, interpreted, and discussed using statistical package for social science (SPSS) version 20. Thus, based on the analysis the following findings were written, the conclusion was drawn, and recommendations forwarded for the practitioners Miella Events employee and management, and the researchers who are interested to conduct the study in-depth.

5.1 Summary of the Finding

- The grand mean for budget 1.89 showed that, the respondents fall under the strongly disagree scale, indicating that employees perceive that budget management is inadequate.
- The grand mean for client satisfaction 2.42 showed that, the respondents fall under the disagree scale, indicating that employees believe that client satisfaction is insufficient.
- The grand mean for internal communication 2.41 showed that, the respondents fall under the disagree scale, indicating that employees believe that internal communication is lacks effectiveness
- The grand mean for project success 2.75 showed that, the respondents fall under the neutral scale, indicating that employees believe that Miella Events have both less successful and successful aspects.
- The significance level of budget with a B-value of .332 is greater than .05 and hence budget significantly affect project success.
- The significance level of client satisfaction with a B-value of .325 is greater than .05 and hence client satisfaction significantly affects project success.
- The significance level of budget with a B-value of .322 is greater than .05 and hence internal communication significantly affects project success.

5.2 Conclusion

Based on the major findings of the study, the researcher is able to conclude the following main points:

The objective of this study was to examine the factors affecting project success, specifically focusing on Budget, Client Satisfaction, and Internal Communication at Miella Events.

The findings suggest that employees perceive significant inadequacies in budget management at Miella Events. Effective budget management is crucial for project success, ensuring proper resource allocation and cost control. The perceived inadequacies in this area could lead to challenges in executing projects within the allocated budget, potentially affecting overall project success.

With regards to client satisfaction, employee perceptions indicate that client satisfaction is insufficient. This suggests that Miella Events needs to enhance its client engagement strategies, responsiveness, and overall communication. Improving client satisfaction is essential for securing repeat business and client referrals, which are vital for sustained success in the event management industry.

Internal communication within Miella Events is viewed as ineffective by employees. Efficient internal communication is essential for coordinating efforts, ensuring alignment with project goals, and managing changes or challenges during project execution. The perception of poor communication could hinder project success by leading to misunderstandings and a lack of unity among team members.

According to the study, internal communication, client satisfaction, and budget management are essential components of a successful project at Miella Events. Effective budget management guarantees that resources are spent effectively, high client satisfaction encourages repeat business and favorable suggestions, and strong internal communication facilitates coordinated team activities. These characteristics are closely related to project success. The researcher concludes that these variables have a major impact on project success, emphasizing the necessity of making focused adjustments in these areas to improve the overall outcome of projects.

5.3 Recommendation

Based on the findings of this study, Miella Events can take specific actions to improve project success across three critical areas: budget management, client satisfaction, and internal communication.

In terms of budget management, Miella Events should implement a systems to track budgets in and predict potential overruns. They should negotiate long-term contracts with vendors for cost stability and explore bulk purchasing discounts. Frequent financial audits, along with advanced project management software and targeted training, will assist in locating and quickly resolving problems.

Miella Events should place a higher priority on better communication through frequent updates and feedback sessions in order to increase client satisfaction. Creating a specialized customer support team will provide quick responses to questions and allow surveys to be conducted after events to collect input for ongoing development. In addition to providing personnel with training in effective communication and customer service techniques, the implementation of a customer relationship management (CRM) system will track client interactions and enable an organized feedback cycle.

Miella Events should set up efficient internal communication systems to let team members know about project objectives, due dates, and assignments. Teamwork and productivity can be increased by employing collaborative project management tools and team-building exercises to promote collaboration. Project management technologies such as Microsoft Teams and Slack, along with organized communication procedures, can help to maintain alignment and awareness through regular team meetings and updates on the project.

By putting these suggestions into practice, Miella Events will be able to solve issues with internal communication, financial management, and client satisfaction. This systematic method seeks to improve customer relationships and organizational performance as a whole, in addition to increasing project success rates.

5.4 Indication for Future Research

Future research on factors affecting project success in event organizations like Miella Events could explore several additional dimensions to build on the findings of this study. Investigating the impact of advanced technological tools and software in enhancing project management efficiency and success could provide valuable insights. Additionally, examining the role of leadership styles and their influence on team performance and project outcomes would be beneficial. Further studies could also delve into the effects of organizational culture on internal communication and collaboration, as well as the long-term impacts of client feedback mechanisms on continuous improvement. Comparative studies across different types of events and organizational sizes could provide a broader understanding of the factors influencing project success in various contexts.

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APPENDICES

Appendix I

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Masters of Project Management Program

The following Preliminary interview questions are designed to collect information from Miella Events major client including senior managers, brand managers and event coordinators regarding “Factors Affecting Project Success in Event Organizations: A Case Study on Miella Events” as an academic requirement for a General Masters of Project Management degree.

1. In your experience, how effectively does Miella Events manage project budgets for Heineken events? Have you encountered any significant budget deviations during projects managed by Miella Events? If so, how were these situations handled?
2. How would you rate Miella Events' ability to meet deadlines and achieve project goals for Heineken events?
3. Can you elaborate on the level of transparency and communication you receive from Miella Events regarding project progress and potential challenges?
4. How satisfied have you been with the overall event experience delivered by Miella Events for Heineken events?
5. From your perspective, how successful have Miella Events' projects been in achieving Heineken's event objectives (e.g., brand awareness, customer engagement)?
6. Can you provide examples of specific aspects of Miella Events' service that have exceeded your expectations or fallen short? What, if anything, could Miella Events do to further improve their event management services for Heineken?

Appendix II

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
Masters of Project Management Program

Research Questionnaire to be filled by Employees of Miella Events.

Dear respondent,

The purpose of this questionnaire will be to collect primary data for the study on “Factors Affecting Project Success in Event Organizations: A Case Study on Miella Events” as an academic requirement for a General Masters of Project Management degree. So, kindly take a few minutes to fill the questionnaire and be objective while completing your answers I assure you that your response to the questionnaire will be treated with the utmost confidentiality.

General instructions

- No need to write your name
- Please complete the following questions to reflect your opinions as accurately as possible and to answer factual questions to the best of your knowledge and at your earliest possible time.
- Please checkmark (√) the box that best corresponds to your answer for each question below
- If you have any question, please contact Samrawit Getahun Mobile No +251923520277 Email address samrigit62@gmail.com

Part 1: General Information

6. Gender

Male ☐

Female ☐

7. Age

Under 25 ☐

25 -34 ☐

35 – 44 ☐

Above 45 ☐

8. Your primary area of responsibility at Miella Events?

Chief Operation Officer ☐ Account Manager ☐ Event Operation Officer ☐

Marketing Manager ☐ Finance and Budgeting ☐

9. Work Experience in Miella

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

10. Approximately how many event projects do you typically participate annually

Less than 5 ☐ 5-10 ☐ 11-20 ☐ 21-30 ☐ More than 30 ☐

11. In your current role at Miella Events, what type of events do you primarily work on?

- a) Corporate events (conferences, meetings, product launches)
- b) Entertainment events (festivals, concerts, sporting events)
- c) Educational events (workshops, seminars, training programs)
- d) Social events (weddings, birthdays, anniversary parties)
- e) Others (please specify)

Part II: Factors Affecting Project Success

General Direction: Please read each statement carefully and indicate your level of agreement or disagreement using the following scale, Where; 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree. For some questions, you may be asked to rate the importance, frequency, or effectiveness of certain aspects using the same 1-to-5 scale. Select the number that best represents your opinion, even if you feel somewhat uncertain. Each of the following statements in relation to how well the project management practices were applied and face challenges to access project. Mark with a tick against the most applicable response.

No.	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
A1. Budget Management						
1.	I feel that the budget allocated for our projects at Miella Events is sufficient.	1	2	3	4	5
2.	The budget for our projects is effectively managed to minimize deviations.	1	2	3	4	5
3.	Adequate resources are allocated according to the planned budget for our projects.	1	2	3	4	5
4.	Miella Events has effective strategies in place to manage vendor costs.	1	2	3	4	5
5.	When vendor pricing changes occur, Miella Events effectively communicates with vendors to minimize cost overruns.	1	2	3	4	5
6.	Unexpected client requests rarely cause significant deviations from the planned project budget.	1	2	3	4	5
7.	Cost estimates for projects are regularly reviewed and updated throughout the planning process.	1	2	3	4	5
8.	There is clear accountability for managing project expenses within Miella Events.	1	2	3	4	5
A2. Client Satisfaction						
	Miella Events actively seeks	1	2	3	4	5

9.	client feedback throughout the event planning process.					
10.	Miella Events effectively communicates with clients to understand their event requirements.	1	2	3	4	5
11.	Miella Events is responsive to client needs and requests throughout the event planning process.	1	2	3	4	5
12.	Clients are satisfied with the budget adherence of Miella Events in executing their events.	1	2	3	4	5
13.	Overall, clients have a positive experience working with Miella Events for their events.	1	2	3	4	5

A3. Internal Communication and Collaboration

10.	Information about project goals, deadlines, and tasks is clearly communicated among team members at Miella Events.	1	2	3	4	5
11.	Do team members at Miella Events feel comfortable sharing ideas and concerns related to projects?	1	2	3	4	5
12.	There is a strong sense of teamwork and collaboration among different departments involved in event planning at	1	2	3	4	5

	Miella Events.					
13.	Is there regular and frequent updates on project progress among team members at Miella Events?	1	2	3	4	5
A4. Project Success						
14	Projects organized by Miella Events meet its predefined objectives. (time, budget and scope)	1	2	3	4	5
15	The project stayed within the allocated budget.	1	2	3	4	5
16	Stakeholders have expressed satisfaction with the project results.	1	2	3	4	5
17	The client expressed satisfaction with the final project outcome.	1	2	3	4	5
18	Team members felt a sense of accomplishment upon completing projects	1	2	3	4	5

Part III. Comments and Suggestions

1. What do you believe are the primary reasons for budget variances or deviations in Miella Events' projects?
2. In your experience, how can Miella Events improve cost management practices to minimize budget deviations?
3. In what ways do you think Miella Events can better communicate with clients regarding budget-related matters?

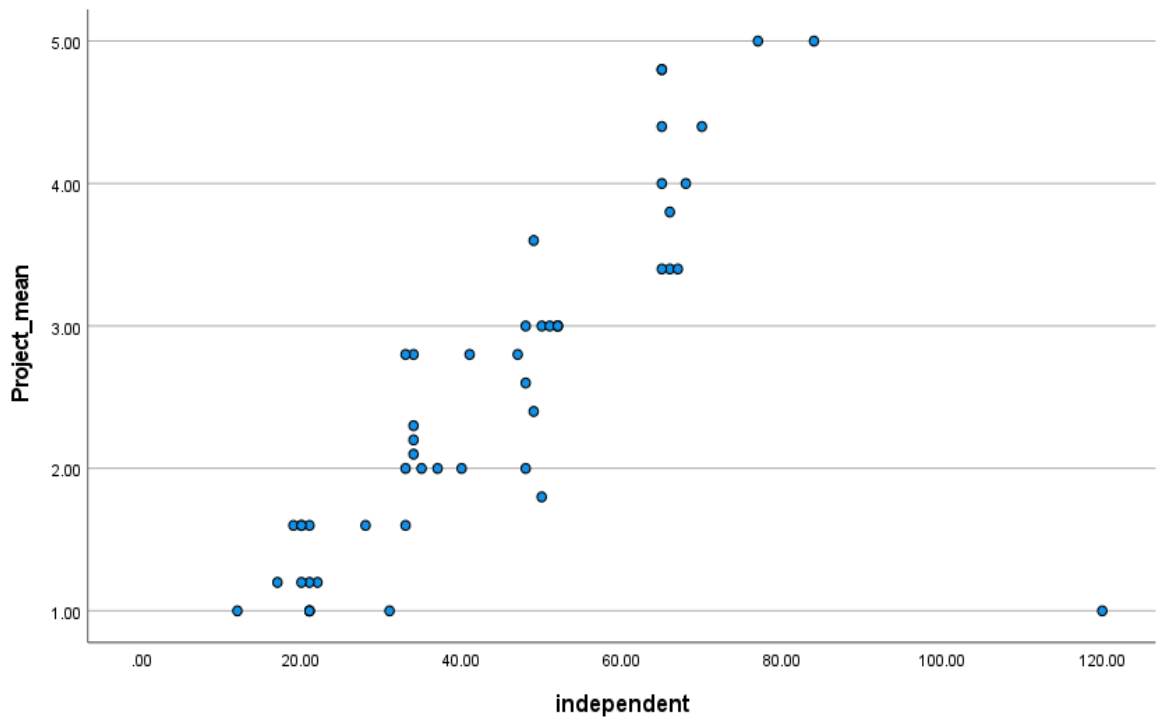
4. Please share any suggestions or ideas you have for enhancing internal communication and collaboration among team members at Miella Events.
5. Are there any additional factors you believe are important for project success at Miella Events? Please elaborate.

Appendix III

Assumptions of Regression Analysis

1. Linearity Diagnostics

Scatterplot



2. Multi-Collinearity Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.952 ^a	.907	.901	.37439	1.850

c. Predictors: (Constant), Budget, Client Satisfaction, Internal Communication

d. Dependent Variable: Project Success

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62.632	3	20.877	148.943	.000 ^b
	Residual	6.448	46	.140		
	Total	69.080	49			

a. Dependent Variable: Project Success

b. Predictors: (Constant), Budget, Client Satisfaction, Internal Communication

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.113	2.161		5.289	.091
	Budget	.330	.157	.328	2.101	.041
	Client Satisfaction	.325	.152	.311	2.133	.038
	Internal Communication	.322	.158	.332	2.037	.047

a. Dependent Variable: Project Success

Collinearity Diagnostics ^a							
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Budget	Client Satisfaction	Internal Communication
1	1	3.844	1.000	.01	.00	.00	.00
	2	.136	5.321	.92	.01	.01	.01
	3	.011	18.519	.04	.43	.91	.05
	4	.009	20.234	.03	.56	.09	.94

a. Dependent Variable: Project Success