

**T.C.**  
**BAHCESEHİR UNIVERSITY**  
**GRADUATE SCHOOL**  
**THE DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE IMPACT OF PROJECT MANAGEMENT PRINCIPLES ON THE  
EXECUTION AND PLANNING OF SPORTS EVENTS**

**MASTER'S THESIS**

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**ISTANBUL 2024**

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## ABSTRACT

### THE IMPACT OF PROJECT MANAGEMENT PRINCIPLES ON THE EXECUTION AND PLANNING OF SPORTS EVENTS

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Sports events are increasingly complex, which need effective planning and execution in today's world. One solution to give a structured approach to dealing with these events is project management principles. This paper goes into more detail on how project management influences the planning and execution of sports events by looking into the application of project management principles to such events and a pertinent literature review. Sports events are significantly influenced by project management principles such as risk management, scope management, and stakeholder management. Implementing effective project management techniques, optimizing event planning strategies, efficiently allocating resources, ensuring stakeholder satisfaction, and maximizing event outcomes can be accomplished. These data demonstrate the influence that project management has on sports events.

Keywords: Project Management, Sports Events, Scope Management, Risk Management, Stakeholder Management.

## ÖZ

### PROJE YÖNETİMİ İLKELERİNİN SPOR ETKİNLİKLERİNİN YÜRÜTÜLMESİ VE PLANLANMASI ÜZERİNDEKİ ETKİSİ

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Spor etkinlikleri, günümüz dünyasında etkili planlama ve yürütme gerektiren, giderek daha karmaşık bir hal almaktadır. Bu etkinliklerle başa çıkmak için yapılandırılmış bir yaklaşım sunmanın bir çözümü de proje yönetimi ilkeleridir. Bu makale, proje yönetimi ilkelerinin bu tür etkinliklere uygulanmasını ve ilgili literatür taramasını inceleyerek proje yönetiminin spor etkinliklerinin planlanmasını ve yürütülmesini nasıl etkilediğini daha ayrıntılı olarak ele almaktadır. Spor etkinlikleri risk yönetimi, kapsam yönetimi ve paydaş yönetimi gibi proje yönetimi ilkelerinden önemli ölçüde etkilenmektedir. Etkin proje yönetimi tekniklerinin uygulanması, etkinlik planlama stratejilerinin optimize edilmesi, kaynakların verimli bir şekilde tahsis edilmesi, paydaş memnuniyetinin sağlanması ve etkinlik sonuçlarının en üst düzeye çıkarılması sağlanabilir. Bu veriler, proje yönetiminin spor etkinlikleri üzerindeki etkisini göstermektedir.

Anahtar Kelimeler: Proje Yönetimi, Spor Etkinlikleri, Kapsam Yönetimi, Risk Yönetimi, Paydaş Yönetimi.

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İstanbul, 2024

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# **Chapter 1**

## **Introduction**

### **1.1 Statement of the Problem**

Within the field of sports event management, the effective organization and implementation of events present complex obstacles that require a methodical and structured approach.

The complicated nature of sports events, which involve various logistical aspects, several stakeholders, and time-sensitive tasks, necessitates efficient coordination and smart allocation of resources.

Though the potential benefits of project management principles being applied in sports event management are recognized, what is still lacking is information on how these principles specifically impact the planning and execution of such events.

This gap restricts the attainment of regularly well-structured and captivating sporting events that meet the expectations of the stakeholders and improve the overall experiences of both the participants and the spectators.

Therefore, there is a need for thorough research and analysis on the extent to which project management principles are utilized in guiding the planning and execution of sports events. This would effectively close the current gap and offer vital insights for the efficient administration of upcoming sports events.

### **1.2 Purpose of the Study**

The purpose of this research study is to analyze and explain how project management principles affect the planning and execution of sports events.

This research focuses on the subject of the application of project management principles to the field of management of sports events. The main purpose is to overcome the challenges of organizing and executing effective sports events, which are known to be complex. The specific aims of the study are to:

(a) Describe the Application of Project Management Principles within Sports Events:

- Found out the way in which project management concepts, involving risk management, scope management, and stakeholder management, are applied in the context of sports events.
- Investigate the extent to which established project management methodologies contribute to effective planning and implementation in the dynamic environment of sports events.

(b) Evaluate the Impact on Event Planning:

- Evaluate how the application of project management concepts impacts the planning phase of sports events, such as project scope definition, timeline management, and resource allocation.
- Examine the potential improvements in organizational efficiency and effectiveness resulting from the integration of project management practices into the planning process.

(c) Assess the Impact on Event Execution:

- Analyze how the application of project management principles affects the execution phase of sports events by looking at aspects such as risk mitigation, stakeholder communication, and adaptability to unforeseen challenges.
- Evaluate the correlation between effective project management and the overall success of sports events in terms of participant satisfaction and spectator experience.

(d) Identify Areas for Optimization:

- Identify the specific areas within sports event management where the application of project management principles can be further optimized for enhanced outcomes;
- Offer practical recommendations and insights for event organizers, stakeholders, and professionals in the sports management domain to improve the overall planning and execution of future sports events.

By aiming to achieve these objectives, the research will hopefully be able to provide valuable insights into the area of sports event management and offer its stakeholders a systematic and strategic approach enlightened by project management concepts. Finally, the research aims at assisting in the continuous creation of well-organized sporting events, full of interest, and successful, able to meet or surpass the expectations of participants, spectators, and other important stakeholders.

### **1.3 Research Questions**

To achieve the outlined objectives and comprehensively, I'll explore the impact of project management principles on sports events, and the study will address the following research questions:

- i. How are project management principles, specifically risk management, scope management, and stakeholder management, applied in the context of sports events?
- ii. To what extent do established project management methodologies contribute to effective planning and execution in the dynamic environment of sports events?
- iii. How does the adoption of project management principles influence the planning phase of sports events, including project scope definition, timeline management, and resource allocation?
- iv. What potential improvements in organizational efficiency and effectiveness result from the integration of project management practices into the planning process of sports events?
- v. In what ways do project management principles impact the execution phase of sports events, particularly in terms of risk mitigation, stakeholder communication, and adaptability to unforeseen challenges?
- vi. What is the correlation between effective project management and the overall success of sports events, considering factors such as participant satisfaction and spectator experiences?
- vii. Which specific areas within sports event management can be further optimized through the application of project management principles for enhanced outcomes?

viii. What practical recommendations and insights can be provided for event organizers, stakeholders, and professionals in the sports management domain to improve the overall planning and execution of future sports events?

#### **1.4 Significance of the Study**

This study is highly significant for stakeholders in sports event management and the wider field of project management. By examining the effects of project management concepts on sporting events, this study provides valuable insights that can greatly affect and improve several elements of event planning and execution.

Event organizers must be fully aware of how project management principles, including risk management, scope management, and stakeholder management, are implemented in sports events. This expertise enables individuals to make strategic decisions, to maximize the allocation of resources, and successfully to negotiate the complex and ever-changing issues that are inherent in managing sporting events.

Moreover, the study seeks to enhance stakeholder satisfaction by taking into consideration the needs and expectations of the participants, the sponsors, and the viewers. The research intends to offer guidance to the organizers of projects by examining the intricacies of stakeholder management. It focuses on building strong relationships and meeting the various expectations of all parties involved.

In this way, this paper will fill an important gap in the existing literature by providing a thorough analysis that links the fields of sports management and project management. The knowledge gained through this research establishes a foundation for further scholarly investigation and enhances the ongoing discussion within these interdisciplinary domains.

In addition, the study is positioned to provide the impetus for future research efforts and practices within the field of sports event management. Industry experts could utilize the findings as a helpful tool, applying efficient project management strategies to continually improve the quality and success of sports events.

This way, the study becomes important in ensuring constructive changes, helping insights that are fruitful in decision-making, higher satisfaction amongst the stakeholders, adding to the pool of knowledge, and guiding the sports event management methods to continuous improvement. It is aimed that the study imparts

practical and lasting impacts of planning and executing sporting activities with deep analysis of the principles of project management.

## **1.5 Definitions**

**1.5.1 Project Management.** A project is a temporary and unique endeavor designed to produce a product, service, or result with a defined beginning and end. Also, Project management is the process of leading the work of a team to achieve all project goals within the given constraints (Phillips, Joseph (2004) This information is usually described in project documentation, created at the beginning of the development process. The primary constraints are scope, time, and budget ( Baratta, Angelo (2006). The secondary challenge is to optimize the allocation of necessary inputs and apply them to meet pre-defined objectives.

**1.5.2 Sports Management.** Sport management is the field of business dealing with sports and recreation. Sports management involves any combination of skills that correspond with planning, organizing, directing, controlling, budgeting, leading, or evaluating of any organization or business within the sports field. The field of sport management has its origins in physical education departments. The discipline has evolved to incorporate history and sociology. Development of sport management has also extended to esports management growing to a \$4.5 billion dollar industry as of 2018. The opportunities in sport management have expanded to include sports marketing, sports media analytics, sports sponsorships and sports facilities management. (Seiter, 2024)

**1.5.3 Event Management.** is the application of project management to the creation and development of small and/or large-scale personal or corporate events such as festivals, conferences, ceremonies, weddings, formal parties, concerts, or conventions. It involves studying the brand, identifying its target audience, devising the event concept, and coordinating the technical aspects before actually launching the event. The events industry now includes events of all sizes from the Olympics down to business breakfast meetings. Many industries, celebrities, charitable organizations, and interest groups hold events in order to market their label, build business relationships, raise money, or celebrate achievement ( Ramsborg, G.C.; B Miller, D Breiter, BJ Reed & A Rushing, 2008)

## Chapter 2

### Literature Review

#### 2.1. Introduction to Sports Event Management and Project Management

**2.1.1 Overview of sports event management.** When we talk about sports event management, we are referring to a process involving the organization, planning and execution of sports events. This takes into account inter-school competitions, but also international tournaments. (Anestis Fotiadis, 2016), addresses the fact that this management includes several planning activities, including pre-sport events and qualifying events. Planning sporting events represents a real challenge, since it is necessary to ensure coordination with the different parties, while guaranteeing the availability of suitable sites. Alongside these tasks to be managed, we must also be able to ensure the proper management of infrastructure and resources. By having competent and dedicated staff and volunteers, the success of these sporting events can be ensured. (Reamon,2016)

In addition, the management of sporting events relies on a very important aspect, that is the application process. Indeed, there is a certain competition between organizations, all of which want to show off their skills in organizing events at all costs (Emery, 2002). This is a real challenge for all the organizations that present themselves because they must be able to show that they are truly capable of organizing the event. Several elements will be taken into account when choosing the organization which will take care of the event, in particular the financial aspect, the quality of the infrastructures or the presence of an audience which is able to support actually the event. (Fotiadis, Xie, Li and Huan, 2016).

It is therefore clear that the success of sporting events is directly linked to very specific organizational elements. (Fotiadis,A. And Xie,L, 2014).The SMART principle defines these objectives, so that they are achievable, specific and relevant. in the terms. It is also very important to add that there are no sporting events without sponsors, press and broadcasters and that the latter play an essential role in the successful organization of events. (Fotiadis,A and Xie,L, 2014).

The management of sporting events is very complicated and you must be able to manage the project in an organized manner, using several parameters including knowledge, skills, and even tools (Nicholson, Smith, Stewart and Hoye, 2018). The organization and management of these events requires the use of technology, particularly to take care of communications, employee monitoring and even equipment management. The ability to adapt and manage challenges constitutes the success of an event. (Walker,1996).

The participation of a large number of people and stable financial resources are necessary to ensure major sporting events, and sponsors and organizations also provide support (Doles and Soderman, 2008).

Tourism has been positively impacted because these sporting events attract tourists, sometimes coming from very far away to attend or participate in the events. (Smith and Stewart, 2007). It should also be emphasized that there is a real economic impact, in the sense that certain countries propose joint applications in order to organize major tournaments, this is particularly the case of the United States, Canada and Mexico, during the FIFA World Cup in 2026.(Carlisle,2017).

**2.1.2 Introduction to project management principles.** The importance of project management principles in the management of sporting events must be seriously taken into account. According to Anestis Fotiadis (2016) project management plays an essential role in successfully planning, organizing and enabling the execution of events. sporting events, whether small or large events. Project management provides a well-defined and structured framework in order to best manage challenges. The objectives can be met brilliantly and effectively.

The initiation phase which aims to define the vision and objectives of the event, to obtain authorization from sponsors (Fotiadis 2016) is one of the key elements of project management. This will allow precise alignment of activities and good management of objectives.

Managing the project scope is another fairly important step, as it helps ensure that all necessary work is present to achieve the goal. It is necessary to control what is not part of the event to concentrate on the specific project (Fotiadis, 2016). You must

know how to manage time, define precise activities and manage resources to carry out all activities and work within the allotted deadlines (Fotiadis, 2016).

It is very important to manage the quality of the project so that everything meets the required standards (Fotiadis,2016). Human resources play an important role, particularly in the context of team management, in order to have competent, serious and dedicated staff (Fotiadis, 2016).

The financial aspect must also be taken into account; it is necessary to plan, monitor and control the cost of events throughout the project. Expenditures must be precisely controlled and anticipated (Fotiadis, 2016).

Project risk management is a very important parameter. Like any project, unforeseen events can happen and it is important beforehand to analyze the potential threats that could have a negative impact and harm the project. It is absolutely necessary to study these risks carefully to guarantee the success of the project. (Fotiadis, 2016).

To conclude, the different principles of project management (planning, organization and management of sporting events) are the basis for the success of events. By scrupulously following these principles, organizers can mitigate potential risks, and the show will live up to the audience's expectations.

**2.1.3. The intersection of sports events and project management.** The intersection between sporting events and project management represents a crucial area, as it takes into account the considerations and challenges in organizing events. You have to plan, organize and coordinate to achieve satisfactory objectives (Masterman, 2014). Methodologies must be applied well to ensure their timely completion and satisfaction of stakeholders.

Sporting events are different from other types of events. Indeed, there is a start and end date, a precise calendar, the seasons and sports schedules are influential factors in the progress of these events. (Emery, 2010). The latter are made up of athletes, coaches, sponsors, spectators, etc. (Masterman, 2014).

Project managers play an important role because thanks to their diverse and varied skills and knowledge (sport regulations, coordination of athletes, etc.), they are

able to adapt to unforeseen situations (injuries, etc.) and must do everything to ensure the success of the events so that the public is satisfied (Emery, 2010).

If all the principles of project management are applied to the letter, everyone is happy, costs are reduced, and aspects of the event are coordinated and implemented smoothly. (Masterman, 2014).

Thanks to project management tools and techniques, organizers are able to mitigate risks and can monitor the progress of the project more calmly (Emery, 2010).

In conclusion, the intersection of sporting events and project management constitutes a very important pillar whose challenges and considerations must be taken into account. If all the principles are correctly applied, stakeholder satisfaction will be greater, costs will be reduced and this will also help to positively evolve the sports industry, which will continue to grow.

## **2.2. Application of Project Management Principles in Sports Events**

**2.2.1. The importance of project management principles in sports event management.** The success and efficiency of organizing sports events are influenced by the importance of project management principles. This is mentioned in the study “Analysis of project management methods in the organization of sporting events” by Martin Schnitzer, Filippo Bazzanella, Kathrin Kronberger and Sebastian Wenger (2020). In this study, the emphasis is on the importance of project management methods, emphasizing their use, the obstacles encountered and the advantages they offer.

This study emphasizes the high usage rate and importance of PM methods in sporting events. We can therefore see the central role of the PM in managing the scale of major events, as highlighted by Cuskelly, Hoye, and Auld (2006). In this use, several factors must be taken into consideration, including knowledge transfer, progress monitoring, money savings, etc. (Schnitzer et al, 2020).

PM is important because it allows the creation of internal structures and promotes a bond of trust between stakeholders (Schnitzer et al, 2020). Others who have emphasized the importance of a solid foundation for project management include Drouin, Muller, Sankaran and Vaagaasar (2018).

Another advantage of using PM methods is that they facilitate the support of knowledge transfer (KT). This contributes to better overall event management. (Schnitzer et al, 2020). It can also be added that PM saves money and some services provided by the public sector or sponsors can be used at a lower cost (Schnitzer et al, 2020).

To conclude, this study has shown us the importance of project management principles in the management of sporting events, relying on effective planning, progress monitoring and cost reductions. The use of management methods and tools is strongly encouraged to improve the execution and objectives of the event. According to this study, there are two main areas to follow. On the one hand, we must focus on the relationship between the use of PM and their success, and on the other hand, use PM methods to train organizers.

**2.2.2. Examination of specific project management principles (e.g., risk management, scope management, stakeholder management) and their relevance to sports events.** To understand the relevance of risk management, scope management and stakeholder management, it is important to examine specific project management principles. Anestis Fotiadis (2016) insists that these principles are very important in the planning, organization and execution of sporting events, whether small competitions or larger competitions.

Risk management includes several important points including the identification, evaluation and mitigation of possible risks that could negatively impact the sporting event. This field therefore focuses on the identification, planning of responses to risks as well as their analysis (Fotiadis,2016). In this context, risk management is a major element in order to be able to meet challenges that may arise, whether bad weather conditions, security concerns or even logistical problems.

Another element is essential for the sporting event to take place correctly, and that is perimeter management. This concerns everything which is external to the event, that is to say which is not involved in it. Once this scope is well managed, the project can be carried out within a defined framework (Fotiadis, 2016). This effective management of the perimeter makes it possible to define the limits of the event and also to guarantee that the event remains within a very precise framework.

Stakeholder management is another very important point in sports event management. This involves three essential elements which are identification, engagement and communication with stakeholders (sponsors, spectators, participants, etc.). Their interests and expectations are taken into account (Fotiadis, 2016).

The relevance of these principles lies in their ability to meet challenges related to the organization and management of sporting events. Furthermore, it is important to emphasize that sporting events require meticulous planning, good organization of teams and teams. risk minimization strategies. (Fotiadis,2016)

To conclude, examining the specific principles of which risk management, scope management and stakeholder management are important elements in order to understand their relevance in sporting events.

**2.2.3. case studies/examples showcasing the benefits of project management in sports event planning and execution.** As we mentioned above, it is crucial to correctly apply project management principles in sporting events. This involves planning and organizing the event, but also controlling resources to achieve the set objectives. A well-planned, well-organized event is a successful event.

We can take the example of the London Olympic Games in 2012. This large-scale event required very precise planning and execution. In order to ensure the success of this event, the Organizing Committee of the Olympic Games of London(LOCOG) followed well-defined management principles. According to a study by (Kotler et al, 2009,) LOGOG established and used a very precise management framework which involved three important principles:The identification of key performance indicators (KPI), the implementation of a reliable communication plan as well as the definition of milestones. This meticulous organization has enabled excellent management of stakeholders, whether athletes, volunteers, sponsors. Furthermore, the event could be organized very precisely, on time and also within budget.

Furthermore, certain events may face logistical challenges, this is notably the case of the 2024 FIFA World Cup in Brazil. According to a study by (Fernandes et al, 2015), the team in charge of project management implemented a collaborative approach with the aim of managing stakeholders and organizing the construction of

new infrastructure. It was absolutely necessary to follow this approach for the event to be a real success.

The effective application of project management principles can also be illustrated by the Rugby World Cup in England in 2015. According to a study by (Mason et al, 2016), the Rugby Football Union has implemented a management framework of a well-defined project with identification of risks and the establishment of a good communication plan.

These project management principles do not only apply to major events, they are also valid for marathons, for example. When organizing the Boston Marathon, project management principles were used. According to a study by (Katz et al, 2014), the Boston Athletic Association (BAA) used the identification of key performance indicators (KPI), establishing strong communication and defining milestones.

Other smaller-scale activities also require effective project management. We can take the example of team building activities in business. A study by (Harrison et al, 2017) analyzed the application of project management principles in team building activities in business.

To conclude, whether on a small scale or on a larger scale, we have been able to see through these case studies that the application of project management principles in sporting events is absolutely essential to guarantee the success of the latter

### **2.3. Benefits of Project Management in Sports Event Planning**

**2.3.1. Improved organization and efficiency in event planning.** Over the past few years, we have seen impressive technological advancements and this is having an impact on the evolution of how events are planned and managed. We could see an improvement in event planning. The Internet really developed in the 1990s and this made the work of event professionals easier, in the sense that they were able to communicate and market events more widely and more quickly. Thanks to the development of nail-based systems and mobile diaries, their working conditions have been made easier (Brown and White, 2020).

These new technologies and ideas have truly revolutionized the planning process. Unlike before, event teams are at the forefront of the planning process and

there are several specific positions including customer experience managers, meeting organizers and even event technology experts. There is a real improvement in communication and collaboration between teams, customers and suppliers (Brown and White, 2020).

It is essential to emphasize the importance of effective communication in event planning. Lines of communication between team members, customers and suppliers should be in place. Additionally, technology now plays an important role in the sense that we can see a marked improvement in engagement, communication and interaction. It also allows the implementation of hybrid, virtual events (Smith and Brown, 2021).

Strategies must be put in place if we want to achieve organization and efficiency in event planning. On the one hand, we must insist on the application of project management principles. Additionally, tools like Gantt charts and task lists can help visualize the project timeline. In addition, it is important to emphasize the integration of environmentally friendly practices, with the aim of moving towards reducing waste and choosing local suppliers (Brown and White, 2020).

To conclude, several practices influence the evolution of event planning. Technology obviously plays an essential role, but we must also emphasize the importance of implementing certain strategies such as sustainable practices, project management techniques, etc.

**2.3.2. Enhanced risk mitigation and crisis management.** According to several researchers and authors, it is very important to move towards better risk mitigation and better crisis management. The current environment in which events are organized presents various risks for organizers, participants, sponsors, spectators, athletes (Getu and Mengistu, 2023). Several risks must be taken into account, whether health concerns, environmental, financial, management or even health and safety risks (Getu and Mengistu, 2023).

Risk management takes into account the identification, assessment, response and documentation of risks. (Wideman,1992).Leopkey and Parent (2009) emphasize the importance of taking into account risks from the point of view of the organizing

committee and stakeholders. All questions and concerns of stakeholders must absolutely be taken into account in order to guarantee better risk management.

Another essential element to take into account in this risk management is crowd management. This management must be planned and very organized, and there must be good communication between the teams (Getu and Mengistu, 2023). It is necessary to implement an analysis of the risks and dangers of event locations (William, 2013). Technical risk factors must also be taken into account to guarantee public safety (Getz, 2004).

This risk management must also involve the implementation of a preventive plan to be able to manage possible accidents, fires, terrorist risks, emergencies (Getu and Mengistu, 2023). Emergency response and evacuation plans must be put in place to manage these risks (Kamarudin et al, 2022).

In conclusion, organizers must be able to identify, assess and respond to risks in order to guarantee the successful planning and execution of sporting events.

**2.3.3 Effective stakeholder engagement and communication.** Effective engagement and communication are absolutely essential in the organization and management of sporting events. Each of the people constituting the common areas has a unique culture, expectations and perception of the project. It's about replacing traditional universal communication strategies with more targeted approaches. Each person must be able to express these ideas, while agreeing with the other members of the team. Teams are constantly evolving and support and involvement are very important elements for the success of events (Bourne,2016).

There is a methodology that involves identifying stakeholders, understanding their needs and expectations and promoting better communication among stakeholders, this is the Stakeholder methodology. Targeted communication methods can influence the attitudes and behaviors of stakeholder members. (Bourne,2016)

In the context of sporting events, it is essential to take into account the characteristics of the stakeholder members, in particular their culture, their gender, their age. In addition, it is necessary to emphasize more targeted communication in

order to have stronger relationships between the event itself and the stakeholders who work on its organization. (Bourne,2016)

In conclusion, commitment and good communication between stakeholders are very important in order to guarantee the success of sporting events. A well-defined framework is offered by the Stakeholder methodology in order to have a precise framework to identify, prioritize involve, monitor the stakeholders. The importance of communication and trusting relationships between stakeholder members are key to the success of events (Bourne,2016).

## **2.4. Impact of Project Management on Sports Event Execution**

**2.4.1. Efficient resource allocation and timeline management during event execution.** Resource allocation is defined by identifying and allocating the most appropriate resources, and this ensures excellent productivity and profitability. By using resource allocation tools, organizers can deploy resources across the all projects, and this leads to cost reduction. It is very important to have a good distribution of resources between all projects.(Gupta,2020).

These resource allocation strategies allow tasks to be prioritized according to their urgency, and promote alignment of team skills with the needs of the project, while facilitating clear communication. These strategies make it possible to regulate, monitor and carry out distribution efficient resources and this allows the success of the project within the stipulated deadlines.

In order to clarify project objectives, establish a project schedule, anticipate challenges and risks, it is important to develop a resource allocation plan. A very precise calendar helps guide organizers at each stage of the planning process and it constitutes a real working guide for them. They work in an organized manner, can anticipate problems and deal with risks. Priorities are defined and therefore event results are satisfactory. (Bongo, 2023).

When good practices in resource allocation are followed to the letter, tasks are prioritized, planning is meticulous, event organizers guarantee the success of the event. (“Mastering Resource Allocation:A 6 -Step Guide to Success,” 2023).

**2.4.2. Adaptability to unforeseen challenges and changes.** In planning sporting events, it is essential to take into account the aspect of challenges and unforeseen changes. Challenges and unforeseen changes can happen at any time, due to certain factors such as weather conditions, the absence of certain teams, etc. Event organizers must be able to quickly adapt to these changes. and effectively manage these challenges so that the event is maintained and takes place in good conditions.

Adaptability is essential, a key skill and unforeseen circumstances must be handled expertly. You must be able to think quickly and adjust certain plans according to changing situations. Adaptability and awareness of risks and dangers are qualities that event managers must possess in order to minimize the risks that can arise during events (Florida, 2021).

The organizers have comprehensive plans in order to anticipate all emergencies and scenarios. These are plans that must be regularly updated, updated so that they are effective in the event of a problem. So that everything goes well, it It is also essential that organizers communicate regularly with stakeholders.

To conclude, changes and challenges are part of planning a sporting event. Knowing how to adapt, following a well-defined plan and maintaining communication between organizers and stakeholders guarantee the smooth running of the event.

## **2.5. Case Studies/Examples Showcasing The Benefits Of Project Management In Sports Event Planning And Execution:**

Project management plays an important role in the planning and execution of sporting events, especially in major events such as the Olympic Games. Through some case studies, we will see the advantages of project management to ensure the success of these major events. Consider the study carried out by Emery (2010). This study analyzed management practices in 11 countries and it mentioned that sponsors, sports authorities were key factors in the success of the event. On the other hand, the case of the Athens Olympic Games clearly illustrates the importance of facility management techniques to reduce the risk of failures (Hadjichristodoulou et al, 2005). The success of events is therefore ensured by good planning and preparation of installations.

We can add that the study by Pitsis et al. (2003) concerning project management tactics during the Sydney Olympic Games highlighted that the definitions associated with the event were more social. It is therefore necessary to take into account the factors social and cultural aspects that can have an impact on sporting events.

Additionally, Liu et al's (2010) research on the Beijing Olympics highlighted the complexities of project management in a public-private project. There must be effective management to respond to political debates. Project management in a risk management context can negatively impact potential challenges regarding the planning of sporting events.

Furthermore, the importance of budgeting and cost control is fundamental in project management. The study by Flyvbjerg and Stewart (2012) discusses cost overruns that occurred at the Olympic Games from 1960 to 2012. Using sound budget management techniques is essential to being able to control costs and ensure financial efficiency.

Finally, in the case of the London Olympic Games, Jennings (2012) discussed the importance of risk management, particularly in the case of the terrorist threat, which emerged at the time of planning. In order to ensure the security of participants, it is crucial to anticipate all possible risks that could harm the smooth running of the event.

In summary, all these case studies and examples have shown us that project management is essential to ensure the success and smooth running of events and this involves facilities management, risk management, preparation and budgeting.

## **2.6. Factors Influencing Successful Implementation of Project Management in Sports Events:**

**2.6.1. Organizational culture and leadership support.** Organizational culture is essential to the successful implementation of project management. You should know that it can facilitate or hinder project management. In the context of sporting events, organizational culture has several well-defined objectives. Indeed, on the one hand it makes it possible to found a team in which cohesion reigns, on the other hand it promotes a feeling of common unity between the members of the team. This is with

the aim of creating good cohesion and communication. This is very important because the success of a sporting event is based on the coordination and cooperation of teams. (Deloitte,2012).

Project leaders play a very important role in ensuring optimal project management. They must create a positive, productive environment but in some cases poor project management can be the result of a negative and unproductive work environment. For example, the London Organizing Committee for the Olympic Games (LOCOG) had to grow from a handful of people to the size of a FTSE 100 company in eight years. Its success has a lot to do with shaping its culture. Indeed, LOCOG's project manager described it as "representing our country on the world stage, organizing superb Games, inspiring individuals to take up more sport and enabling a great legacy." Team spirit therefore plays a crucial role, and so does a positive attitude. (Edworthy,2012).

The concept of organizational culture helps explain certain areas, aspects of sports management. This includes coaching behavior, organizational changes as well as leadership. This organizational culture allows for more open and facilitated communication, fostering a feeling of shared responsibilities and trust between team members. This therefore promotes an optimal working environment, which is the key to the success of a project (Girginov,2010).

It is important to emphasize that the study of organizational culture has sometimes been fragmented, as research is sometimes limited to generalized concepts linked to sporting examples. This study highlights the range of ways in which culture has been studied, whether methods, interests, etc. (Kaiser et al, 2009).

**2.6.2. Integration of technology and project management tools.** For several years, the integration of management tools and technology have revolutionized event planning. This made it possible to have truly effective planning and everyone benefited from it, whether participants, athletes or even spectators. Technology has helped a lot in sports management, whether for the management systems. registration and payment or even site management. The development of intelligent sports management systems using artificial intelligence has made it possible to improve resource management and improve the efficiency of sports venues (Wang and Park, 2021).

Some software such as MS Project and Primavera P6 allow you to visualize, plan and monitor projects correctly and this allows projects to be executed well. In order to move towards even further improvement, it is possible to integrate methods such as genetic algorithms and this leads to effective project management when managing sporting events. (Borna Dasović, Galié and Uros Klansek, 2020).

To conclude, technology and project management tools have truly improved the planning, organization and execution of sporting events. Indeed, these digital solutions greatly help organizers who can use them to make decisions based on data. Technology continues to evolve and organizers will need to carefully monitor this development in order to meet the expectations of spectators, participants and stakeholders.

## **2.7. Future Directions And Recommendations**

**2.7.1. Emerging Trends in Project Management for Sporting Events.** The sports industry is evolving enormously, particularly with the integration of new technologies. Emerging trends regarding project management are becoming increasingly important. Sports management managers must take into account the potential applications of new technologies (Mallen and Chatzigianni, 2024). It turns out that the integration of new technologies in sport requires a proactive approach to guarantee fair competitions (Chatzigianni, 2024). Project management must therefore absolutely adapt to the technologies that are developing.

The use of blockchain technology is one of the emerging trends. This technology concerns registration for competitions and management of results (Gad et al. 2022). This technology is a real revolution because it makes it possible to obtain a database for players and fans. (Mallen and Chatzigianni, 2024) . On the other hand, the use of this blockchain technology requires that those responsible for sports management undergo a review of potential problems and solutions to be considered in the context of sporting events (Mallen and Chatzigianni, 2024).

The advancement of 3D and 4D printing is also very useful in the creation of sports equipment (Hallem et al. 2021). We see a clear improvement in sports equipment, particularly in their design, and this helps improve the abilities of athletes, who are therefore well equipped (Mallen and Chatzigianni, 2024).

Another emerging trend that needs to be considered in project management is the application of neuromodulation technology. (Reuters,2023) This involves considering ethical issues and managers need to take take into account strategies and potential implications for moving forward (Mallen and Chatzigianni). It is necessary to guarantee fair and equitable competitions, and these questions are answered in organized debates. (Mallen and Chatzigianni, 2024).

To conclude, these new challenges regarding project management in the sports industry are driven by the integration of emerging technologies. Sports management leaders must prepare and educate themselves about the implications of these emerging trends to ensure good management for the future of the sports industry. (Mallen and Chatzianni, (2024)

**2.7.2. Potential areas for further research and exploration.**The field of sports event management offers many areas of research and this provides opportunities to contribute to the advancement of the sports industry. In “Strategic Sports Event Management” by author Guy Masterman, he highlights important areas that require further study. One potential area of research is the impact of digital and social media on sporting events, and this is mentioned in the book “Masterman,2022). It is very important to work on specific strategies and technologies since the influence of platforms digital is constantly growing. The effectiveness of digital approaches and social media constitute an area of research to be taken seriously and absolutely necessary in order to make sporting events attractive.

The social impact of events is another potential area of research, as discussed in the cover of the book on Sustainability and Entrepreneurship (Masterman, 2022). In order to pave the way for further investigation, it is necessary to look at very important elements, in particular the understanding of the societal implications of sporting events, whether it be their influence, their cultural enrichment or even environmental sustainability. In this area, research can focus on the evaluation of the social legacy .

Furthermore, another potential area of research and exploration must be absolutely in-depth since it concerns security management. A successful sporting event requires, above all, optimal risk management and increasing importance is given to security and risk management, looking at the evolution of event security practices and

technologies (Masterman, 2022). It is crucial to emphasize the control of madmen and personal effects, preparation for emergency and evacuation situations as well as the integration of advanced security systems. Furthermore, it is important to make a link between the implementation of security measures and a good welcome from fans in order to guarantee exemplary and secure hospitality.

We can add that sponsorship of sporting events constitutes an interesting area for further research. Sponsorship plays a crucial role in ensuring the financial security of events and therefore emerging trends and sponsorship strategies must be explored (Masterman, 2022). It would be interesting to study the different sponsorship models and the objectives of sponsors on the image of sporting events. In order to know the future of sports sponsorship, we should focus on the analysis of engagement data and the sponsorship activation.

To conclude, we have seen that the field of sports event management offers many potential areas of research. As such, the impact of digital and social media, security management and sponsor dynamics are key elements to consider. By working on these areas and studying them more precisely, researchers will be able to offer more strategic planning, good execution and optimal evaluation of sporting events.

**2.7.3. Practical recommendations for event organizers and stakeholders to optimize project management practices in sports event management.** Some practical recommendations for event organizers can be drawn from the literature and research on mega projects. Emery (2010) emphasized the importance of sports authorities, sponsors and the media in the success of sporting events. To ensure this success, it is crucial that event organizers emphasize effective media relations management. Furthermore, the importance of meticulous facility management techniques could be observed during the Athens Olympic Games (Hadjichristodoulou et al, 2005). The installations must be tested beforehand so as not to fail and therefore be dangerous during the event.

In order to be able to manage large-scale events like the Olympic Games (Tassiopoulos, 2010), techniques must absolutely be put in place and applied. These include putting in place efficient and reliable budgetary processes, regular reviews and fairly strict cost control measures. We can also highlight that the study by Liu et al

(2010) on the Beijing Olympic Games highlighted the importance of risk management, in order to address political debates and media criticism. The importance of risk management is obviously essential in order to welcome spectators and athletes in a secure environment, conducive to sports entertainment. The planning and execution of sporting events will therefore be optimal.

Cost control and the importance of budgeting in order to avoid cost overruns was mentioned in the study by Flyvbjerg and Stewart (2012) concerning the Olympic Games from 1960 to 2012. These delicate situations allow organizers to events to learn lessons and improve their budget management techniques, with the aim of avoiding financial gaps.

The importance of addressing social challenges in addition to technical aspects was highlighted in the research of Pitsis et al (2003). Taking into account social and cultural factors are very important to guarantee the success of sporting events.

In summary, practical recommendations must take into account the priority of solid partnerships with sponsors and sports authorities, effective budgeting, overall risk management and the consideration of technical but also social challenges. These factors make it possible to improve the management and success of sporting events.

## **Chapter 3**

### **Methodology**

Chapter 2 provides a comprehensive review of the existing literature. This chapter, after conducting a thorough analysis of several research papers, concentrates on the specific techniques used for data collection. We meticulously considered every aspect when selecting a suitable study methodology. The research methodology utilized in this study followed the principles outlined by Saunders et al. (2012). The instructions encompassed the formulation of specific research inquiries, conducting a comprehensive review of recently available literature, and systematically gathering and assessing data. These protocols provide a distinct and precisely outlined method for advancing through the study process.

#### **3.1 Research Model:**

The objective of the study is to shed light on the impact of project management principles on the planning and execution of sports events. The goal of this study is to analyze the complex relationship between project management methods and the complex domain of sports event management, using an experimental framework. The complexity of the subject is taken into consideration in this study and it uses a flexible methodology that allows for iterative investigation and customisation in response to new information. This iterative approach aims to explore subtle concepts that contribute to a deeper scientific understanding of the complex relationship between project management concepts and the delivery of sporting events.

#### **3.2 Target Population and Participants**

In the context of this study, the population of interest consists of individuals who are involved in the planning and execution of sporting events. These individuals include event organizers, project managers, team leaders, and relevant stakeholders. The selection of participants will be based on their respective levels of knowledge and experience in the management and organization of sporting events.

Table 1

*Participants*

Name	Age	Occupation	Experience
AMINE FADEL	28	PE teacher Gymnastic coach Event organizer	5 years
AYOUB FADEL	26	Event organizer Basketball coach	3.5 years
AMRAOUI	32	PE Teacher Football Academy Director	7 years
Ivan Ivanov	32	General Director at SPORTSROOM	6 years
Tamás Lázár	34	Sports Manager at CenterSportAgency	9 years
Daghmi Mohamed	28	PE teacher Animator Volleyball coach	5 years

**3.3 Procedures**

**3.3.1 Data collection instruments.** Conducting this research involved utilizing many secondary data sources, including online journals, articles, and books. Nevertheless, journals and online publications were the primary sources used to get insight which helps in comprehending the study. A theoretical framework enables the comparison of study findings with earlier data.

Furthermore, this study will adopt a qualitative methodology. It will not focus on quantitative scales that employ numerical data and testable hypotheses to address research inquiries using statistical analysis. Since the interviews and observation methods have already been selected, there is no justification for not utilizing the qualitative method, which offers several types of data that can be documented, printed,

or observed. That could serve as a primary analytical procedure for continuous comparison.

**3.3.2 Data collection procedures.** Weber's work, as referenced by Bryman (2006, p. 57), described qualitative methodology as a scientific method that aims to understand social action in order to determine its causes and effects. According to Planing (2014), this strategy gained popularity as a general phrase for any procedure, as opposed to just a survey. According to Dey (1993), this strategy has the advantage of producing statistics directly specified by the respondent rather than predetermined by the researcher. This technique allows researchers to observe behaviors from the perspective of the sample under investigation. For instance, employing a qualitative methodology involves conducting personal interviews, which allows the researcher to uncover individual motives, attitudes, and beliefs related to a specific subject, as mentioned by Flick (2009).

**3.3.3 Data analysis procedures.** Roth (2015) asserts that the qualitative research approach incorporates the analysis of oral information, a crucial component of knowledge. When analyzing data collected from face-to-face interviews or online, we take particular care to ensure a good understanding and interpretation of the spoken words. Interview results undergo thematic analysis. Before the final explanation, Bryman and Bell (2015) define thematic analysis as a process that involves segmentation, classification, and reconnecting the aspects of the raw data.

We also used content analysis, one of the most appropriate qualitative approaches for this research, to analyze the collected data. Content analysis is a technique for analyzing text data by examining data classes in order to understand the underlying phenomena and discover the meaning and relationship, according to Bryman and Bell (2015). We chose this method to investigate the literature and empirical studies due to its adaptability in incorporating various social science aspects, while acknowledging the potential for synthetic categories based on the interview questions.

**3.3.4 Reliability and validity.** Saunders et al. (2012) assert that the data gathered from the interviews is considered valid, reliable, and relevant to the research topic, potentially aiding in the formulation process. The study's findings may facilitate the formulation of generalizations and the translation of analytical outputs into suggestions.

Consequently, researchers in the same field of study may replicate the findings and conclusions. Saunders et al. (2012) also assert that bias has the potential to impact interviews, thereby impacting dependability, responses, and analysis of the questions. Moreover, Bryman and Bell (2015) highlight that organized interviews might influence the bias of social desirability, as participants' answers to questions may be influenced by their impression of what is socially acceptable. We have taken measures from the outset of the data collection process to minimize any bias that could potentially compromise the reliability of the research.

Many refer to the qualitative research approach as qualitative rigidity, as it aims to maintain consistency throughout the study process (Thomas and Magilvy, 2011). This research prioritizes depth over breadth when examining certain organizations or fields. Therefore, it aligns with the concept of qualitative rigidity, which is pertinent to qualitative research. As stated by Bryman and Bell (2015), the research findings are essential for the subject of study.

Consequently, the conclusions of this study may be relevant to comparable firms but not universally applicable to all similar business organizations. Moreover, the veracity of the findings is crucial in qualitative research, as it considers the congruence between the study and the participants.

### **3.4 Limitations**

Every research study undergoes limitations during its process. Any aspect that remains unattained or unutilised may possibly affect the outcome of the investigation. The investigation faced certain limitations, which are listed as follows:

- i. In this study, one was able to derive the time constraints to be significant barriers. Due to geographical constraints, I was not able to engage in face-to-face

contact, which may have restricted the depth of data gathering and analysis through online interviews.

ii. The qualitative nature of this research approach limits the generalization of the findings to broader situations. According to Atieno, the subjective nature of qualitative research might fall short of reflecting the complexity inherent in the concepts of project management as applied to sports event planning and execution within different organizational settings.

iii. The data collection methods were also problematic. Marshall and Rossman argue that the conduct of successful interviews relies very much on the development of interpersonal relationships. For that matter, the generation of cooperation is foremost to establishing an environment conducive to the exchange of useful insights on the infusion of project management principles in the techniques of managing sports events.

iv. Stakeholder participation is central to understanding the impact of project management principles on sports event execution and planning. Some stakeholders are not conversant with these principles, which may result in misunderstandings of their importance and utility in streamlining sports event management processes.

## **Chapter 4**

### **Findings**

This chapter represents an analysis of the findings from the interviews that have been conducted. The chapter is segmented into five sections: Application of Project Management Principles in Sports Event Planning, Project Management Methodologies and Frameworks, Stakeholder Communication and Coordination, Risk Management and Resource Allocation, and finally, Continuous Improvement and Success Evaluation.

#### **4.1. Application of Project Management Principles in Sports Event Planning**

The views provided by Amine, Ayoub Fadel, Amraoui, Ivan Ivanov, Tamás Lázár, and Daghmi Mohamed focus on the unanimous agreement in relation to the importance of project management principles in the design and implementation of sports events.

Organizers view well-defined goals, thorough planning, efficient communication, risk mitigation, and resource allocation as essential concepts for ensuring the success of sports events.

Generally speaking, qualitative analysis indicates that experts like Amine, Ayoub Fadel, Amraoui, Ivan Ivanov, Tamás Lázár, and Daghmi Mohamed share the same point of view on the significance of project management principles in organizing sports events. Despite some differences in specific methodologies and frameworks, this point remains fully understood.

#### **4.2. Project Management Methodologies And Frameworks**

The following opinions express different viewpoints on project management approaches in sports event planning and execution.

Amine advocates for Scrum because its iterative and collaborative mode of operation can help enhance communication and quick reaction to changes, making it critical in the management of sports events—complex projects.

Ayoub Fadel emphasizes the high value of flexibility in the Agile methodology, highlighting its potential to swiftly adapt to unexpected changes and meet stakeholder demands.

Amraoui recognizes several techniques at one's disposal, such as Agile, Waterfall, and PRINCE2. Amraoui proposes that one should consider the event's complexity, its requirements, and the resources available to plan and execute it. Ivan Ivanov supports both agile and hybrid techniques. He likes the flexibility of agile methodologies, as well as the blend of traditional management and iterative processes in hybrid methodologies that help deal with complicated situations efficiently.

Tamás Lázár recognizes that both Agile and Waterfall are effective; however, Agile is flexible, while Waterfall is more structured and focused on always delivering on time—characteristics he said would be very useful in the dynamic environment of sports events.

Daghmi Mohamed suggests applying many techniques, such as PRINCE2, Agile, GPOR, and CPM, to achieve successful planning and conduct.

The choice of methodology should be based on aspects such as objectives, team size, resources, and context, and adapted accordingly. Agile approaches generally garner more recognition, and it is crucial to fully understand the scenario, ensuring that the chosen methodology aligns with the specific goals and settings of the project.

### **4.3. Stakeholder Communication And Coordination**

All interviewees underline the importance of using methodologies for project management, such as very careful planning, delineation of responsibilities, organizing frequent meetings, and using communication technologies like online dashboards or messaging apps. These tools help to make collaboration and information exchange efficient among the involved parties.

Meetings are very helpful for enabling joint decision-making and keeping everyone aligned with the project goals during the planning and execution phases. Because of this, people use real-time communication technologies to communicate quickly and effectively, regardless of their physical location. This is what enables instant decision-making and problem-solving.

Daghmi Mohamed emphasizes the importance of empathy and social understanding in adapting to communication strategies, thereby successfully meeting the perspectives and concerns of stakeholders. Insight into their perspectives cultivates empathy and facilitates the development of cooperation. The integration of structured project management techniques, communication tools, regular meetings, real-time communication technology, and a deep understanding of the stakeholders' perspectives enables event organizers to achieve successful planning and execution. Such steps give way to establishing clear communication channels, cooperation, and satisfaction of event goals.

#### **4.4. Risk Management And Resource Allocation**

First, all interviewees put important emphasis on the significance of risk management and resource allocation; they highlight that failure to efficiently manage these two areas greatly increases the chances of disruptions and failures.

Second, interviewees consistently support proactive risk management practices, including risk identification, evaluation, and mitigation. Thus, they emphasize the importance of anticipating the emergence of various types of obstacles, such as weather conditions, logistical problems, or financial constraints, and developing some backup plans to meet them.

Third, the interviewee suggests the adoption of project management principles to allocate resources efficiently. This would help in activity prioritization, evaluation of activities based on the importance and urgency of the tasks, and then allocation of resources based on this.

Adopting project management principles can help streamline operations. This includes action planning, the adoption of Eisenhower's matrix for job prioritization, and leveling and smoothing techniques for resource allocation, among other mechanisms to enhance efficiency and effectiveness.

Additionally, the process of assessing risks and resource allocation is an ongoing process with continuous review and modification. The interviewee recommends conducting periodic reviews of risks and resource allocation to make necessary changes and align them with the needs of the dynamic project.

Moreover, there is a strong focus on strategic decision-making in the organization of sports events, which requires proactive preparation, anticipation of obstacles, and making well-informed choices to minimize risks and optimize the allocation of resources.

In Conclusion pro-active strategies are crucial in risk management and resource allocation. To maximize outcomes and ensure the successful delivery of sporting events, organizers must proactively adopt measures related to anticipating obstacles, formulating ways to overcome obstacles, and efficient management of available resources.

#### **4.5. Continuous Improvement And Success Evaluation**

Looking through the views provided by sports event management professionals, there is a common consensus regarding the necessity for continuous improvement and all-rounded analysis. All of them emphasize the integration of feedback and experience from past events into the preparation process. They apply SWOT analysis, post-event conferences, and satisfaction surveys to properly point out the problematic areas.

Furthermore, it is important to underline their role in promoting continuous training and development of personnel, whereby they are able to further their skills and efficiency in planning and implementation processes. The common thread for all perspectives, however, is to provide clear, SMART goals and key performance indicators. This builds a framework from which to measure change and make decisions based on evidence. It is in monitoring developments toward these goals that organizers can judge effectiveness and identify opportunities for improvement.

According to participant, the complex nature of judging the success of an event includes participant happiness, sponsor engagement, brand perception, and meeting time and money budgets. With such a holistic evaluation process, organizers can gain valuable insights, improve plans, and ensure the continued growth and success of sporting events through this cycle of review and enhancement.

## Chapter 5

### Discussion And Conclusions

#### 5.1 Discussion of Findings for Research Questions

According to the study, sports event management professionals believe in continuous improvement, integrate feedback, conduct a SWOT analysis in the planning process, and have clear SMART goals and key performance indicators to assess effectiveness and identify opportunities for improvement.

Meanwhile, Interviewees highlighted the importance of proactive risk management practices, including risk identification, evaluation, and mitigation. In addition, there was efficient resource allocation for prioritizing and evaluating activities based on the importance and urgency of the tasks.

Also, The integration of structured project management techniques, communication tools, and a deep understanding of stakeholders' perspectives was found to be vital for successful planning and execution.

Further, the study emphasized the significance of continuous review and modification of risk and resource allocation, as well as the value of flexibility in project management methodologies.

It is clear that these discoveries have implications for the topic under research because they show how crucial it is to base sport event planning and execution on project management principles. The findings validate existing theories and literature, with a bias on proactive strategies, effective communication, and efficient resource management in sports event management.

Previous studies also revealed this same approach toward risk management, stakeholder communication, and continuous improvement. On the other hand, there were distinct methodologies and frameworks used. Therefore, more studies are needed to explore different project management approaches in respect to the planning of sports events.

Limitations could be sample characteristics as well as the specific context of the sports events analyzed. Furthermore, future research should focus on digital media's influence on security management and sponsorship dynamics in sporting events.

Practical implications derived from this study suggest that such research can be used as an evidence base while making policies decisions through highlighting of the importance of effective communication, risk mitigation and allocation of resources during decision-making process in managing sports events.

In conclusion, the study puts forward the importance of project management principles in dealing with the challenges pertaining to the organization and management of sporting events, as well as suggesting avenues for future research to further understand and apply project management in the planning and execution of sports events.

## **5.2 Conclusions**

Sports events are far from just about the games played on the field. They involve meticulous planning, coordination, and execution behind the scenes. In this context, project management principles play a crucial role in ensuring the success of sports events ranging from local tournaments to international championships. In the area of sports event management, the need for continuous improvement is paramount. This is why professionals in this area are geared towards incorporating feedback from past events in an attempt to improve future events. A SWOT analysis is done to help in strategic planning on areas of improvement and how to leverage strength in order to maximize success.

Stakeholder participation is key in the management of sports events. The engagement of stakeholders and their continued involvement in the whole process of event planning and implementation is only possible through effective communication tools and strategies. To deliver a successful and memorable event, it's important to understand the perspective of the stakeholders, sponsors, athletes, or fans.

Structured risk management techniques are required in sports events, given their changing nature. With the continued review and modification of risk allocation strategies, management can adapt to emerging or unforeseen circumstances such as

bad weather or changes in schedules at the last minute. Flexibility in project management methodology allows for agile responses to unexpected events.

Sports events require the setting of clear SMART goals and objectives. For tracking progress and evaluation of the success of the sports event, it is important to set Key Performance Indicators. A proactive strategy for continual improvement involves the identification of areas of enhancement and the implementation of change to optimize the outcome. Flexibility of project management methodology also allows teams to adjust plans in real-time based on the feedback and the changing circumstances. The findings of this study align with the existing literature on the importance of project management principles in sports event management. Contributing to filling the current gaps in knowledge, the research focuses on proactive strategies, effective communication, and efficient resource management.

The limits of the study are present in issues connected with data collection approaches and the qualitative character of the research. These limitations may not allow generalizing findings to larger contexts and suggesting areas for further studies as well as improvements in future. For example, a future research could be looking at how project management principles can be applied in sports event management among other different organisational settings such as amateur sports clubs or community events. Finally, reflecting on these identified limitations would improve better depth and applicability of this research through expanding its data collection methods in various contexts.

The findings of this research are practical for industry professionals who manage sports events. Evidence-based insights can be used as a guide in decision-making, and highlight the importance of effective communication, risk mitigation strategies, and efficient allocation of resources. By applying project management principles to sports event planning, organizers will be able to improve their events so that they become more successful and better quality. In conclusion, the study stresses the need for using project management principles when organizing and managing sporting events. The research validates existing theories and literature while giving empirical insights towards continuous improvement in the management of sport events. It is its relevance and impacts in this field which make it possible for it to guide policy decisions and furthering project management principles application.

### **5.3 Recommendations**

This research project aimed to generate significant information with in-depth insight by conducting interviews with a small sample of individuals with experience in project management and sports events. Additional research with different stakeholders, would, however, provide further insight into this field because their practices and opinions could allow for more information about their behaviors and attitudes when organizing sports events.

It was easy to determine the impact of implementing the project management principles in sports events using the qualitative approach chosen for this study. However, more research that can be managed within this area and areas of optimization as mentioned in the study is recommended. Furthermore, because there is no statistical research in this field, surveys would need to be conducted in collaboration with specialized agencies to gain a general picture of the impact and influence of project management methodologies on the organization of sports events.

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