

DEVELOPING A CONCEPTUAL MODEL OF EVENT MANAGEMENT THROUGH STATE OF THE ART AND RESEARCH GAP SYNTHESIS: A SYSTEMATIC LITERATURE REVIEW

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Article Info	Abstract
Keywords: Event Management, Conceptual Model, State of the Art, Research Gap, Systematic Literature Review. Received: July 06, 2026 Approved: August 19, 2026 Published: September 30, 2026	This study looks at the state of Event Management research it tries to find the gaps in the research that has been done far. Specifically, this review aims to answer how the operational, stakeholder related, technological, and organizational dimensions of Event Management reported separately in prior studies can be Synthesized into a single, coherent conceptual model, the study wants to create a model of how Event Management works. The study because of this used a kind of literature review that examines what others have written about Event Management to do the same. It reviewed nineteen journal articles published between 2023 and 2026. A matrix was used by the study together the data in these articles which was then analyzed to identify common ideas and trends. What the study found is that Event Management is not just the day today tasks anymore. It is now a part of the strategy of an organization and includes things like working with stakeholders using digital technology and managing risk. The study also found that there is a lot of confusion and disagreement in the research that has been done far. There is no one framework that everyone agrees on. So, the study created a model of Event Management that include six important parts. These parts are all, show how complicated Event Management really is. This new model helps to move the theory of Event Management by bringing together all the different ideas that are out there. It also gives a foundation for research and, for people who are actually working in the field of Event Management. In conclusion These results imply that Event Management should be understood and managed as an integrated, multidimensional discipline rather than a set of disconnected practices, providing scholars with a clearer theoretical reference point for further empirical testing and providing practitioners with a more structured basis for designing, coordinating, and evaluating event.

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INTRODUCTION

Event Management Literature has really expanded in the last ten years. The growth is attributable to the deepening complexity of event planning and because of this, the events have been playing a more significant strategic role in organizations of different types and sizes. Initially Event Management was considered a set of consecutive operations activities like planning organizing implementing, and evaluating events. Still there are many studies that show that the field of Event Management is no longer seen as a simple carrying out of operations, it is now recognized as a multidisciplinary field that encompasses strategic management, stakeholder engagement, organizational governance, digital transformation, and sustainable value creation. This transformation in the understanding of the nature of Event Management has been facilitated by higher expectation of stakeholders, fast progress of technology, and the tendency of organizations to want to obtain sustainable competitive advantages through events. Due to that the performance of an event is not measured by operational indicators only. For the example attendance scheduling, or budget compliance have been replaced by the events capacity to create organizational social culture, and economic value (Kitchen, 2025; Larina & Ivanytskyi, 2024; Teare et al., 2025). Such changes point that Event Management is no longer considered only as a management function aimed at supporting organizational operations but per the new frame of mind, it is a strategic organizational capability. That is why the academic communities of management have enlarged their interest in the discipline of Event Management. The accumulated research indicates that Event Management is now at a stage of multidisciplinary integration and strategic orientations. In the same way (Teare et al., 2025) believe that the vary significant of sustainable event outcomes is the alignment of multiple stakeholders. Also (Larina & Ivanytskyi, 2024) describe Event Management as a method of public governance that can be utilized to increase transparency, civic participation, and joint decision making. I sum these papers illustrate that there is a clear shift from the purely operational Event Management to the integrated view of management which not only recognizes the organizational relationship and stakeholder collaboration as key factors to the successful delivery of event.

Another major change revealed through the review of the literature is the increased adoptions of digital as a part of Event Management methods. The review of literature has also disclosed adoption of digital technologies as a part of Event Management methods as a major change. The massive changes in internet platforms, cloud computing, event management systems, event architectures, and artificial intelligence have changed the face of event planning coordinating conducting, and evaluating (Jean L. Galay & Riah Encarnacion, 2024; Laigner et al., 2024; Panda et al., 2025; Putra & Karlitasari, 2024; Suzan Lakhani et al., 2026). These tools have allowed organizations to communicate better, automate manual work, allocate resources efficiently, engage stakeholders through different channels, and make decisions fast. Besides digital transformation,

the recently published papers also show the increasing importance of organizational resilience, crisis communication, conflict management, and risk governance as main elements of a successful event execution (Islam et al., 2023; Khuan, 2024; Pérez-Arévalo et al., 2024; Workie et al., 2025). In summary, the articles indicate that becoming highly skilled in planning

is not the only factor for succeeding in Event Management. A company's success is also dependent on their ability to predict changes, manage transitions, and build the capacity of the staff and systems to be adaptable in a continuous changing world. Also, contemporary studies, though these enormous theoretical revolutions, still consider operations management, stakeholder engagement, technology innovation, organizational resilience and governance as separate tasks. Because of this, a comprehensive conceptual system that integrates these interrelated aspects of Event Management from a single point of view does not yet exist in the literature. This unresolved issue works as a strong justification for us to undertake the current study and present a thorough review of the entire knowledge base of Event Management as well as to provide a conceptual model that represents a synthesis of our reading of the world literature. Because of this, there still does not exist a comprehensive conceptual system in the literature that integrates these interlinked facets of Event Management into a single perspective. This lingering problem acts as a great reason for us to carry out the current research and make a detailed review of the whole knowledge base of Event Management and at the same time offer a conceptual model that represents a synthesis of our reading of the world literature.

The existing body of literature, while quite a bit enhancing our knowledge of Event Management, also points to several theoretical and conceptual problems that are unresolved and keep hindering the discipline's development. Earlier research has provided valuable insights into areas such as operational planning, stakeholder management, digital transformation, organizational governance, communication, and risk management. but, these insights typically come from separate research streams that focus on individual aspects of Event Management rather than looking at how they relate to each other in a combined theoretical system. The result is a media of disconnected bits of understanding where the individual concepts of Event Management have been well worked out but their total effect on the overall subject has not been adequately explained (Kitchen, 2025; Teare et al., 2025) mainly focus on stakeholder collaboration and strategic management, while (Jean L. Galay & Riah Encarnacion, 2024; Laigner et al., 2024; Panda et al., 2025; Putra & Karlitasari, 2024; Suzan Lakhani et al., 2026) predominantly concentrate on technological innovation and digital transformation. In the same way, (Islam et al., 2023; Khuan, 2024; Pérez-Arévalo et al., 2024; Workie et al., 2025) look into organizational resilience, crisis communication, and risk governance from an organizational perspective. Collectively, these works provide a rich literature, but they hardly ever piece together their discoveries into a single conceptual model that could represent Event Management as a multidimensional management system. This separation points to the necessity for a thorough synthesis that brings together the existing theoretical progress into a well-ordered conceptual setup.

Beyond this theoretical fragmentation, a concrete problem can be observed in practice: event organizations continue to rely on ad hoc combinations of operational checklists, stakeholder consultations, technology adoption, and risk protocols, because no single, empirically grounded model currently explains how these elements interact, which frequently results in inconsistent event outcomes and duplicated managerial effort. This practical phenomenon, together with the conceptual gap identified above, is what motivates the present study. The nineteen articles reviewed here were purposively selected because

they were published in peer-reviewed journals between 2023 and 2026, directly addressed one or more of the core dimensions of Event Management identified above, namely operational management, stakeholder engagement, digital transformation, organizational resilience, governance, and risk management, and offered sufficient theoretical or empirical depth to support conceptual synthesis. Several of these articles were also selected for their novelty, such as their use of emerging digital architectures or their application of Event Management principles to new organizational contexts, which makes them particularly relevant to the objective of building an up to date conceptual model.

The fragmented nature of the previous work shows a few research gaps that can bring future studies. At a theoretical level, no single system has connected operations management, stakeholder engagement, digital transformation, organizational governance, communication, and organizational resilience into one conceptual model of Event Management. Methodologically, the research done was mostly case studies surveys system development, and context-specific empirical investigations, which means that there were only a few attempts to make an overall understanding of accumulated knowledge across different research contexts. From an empirical point of view, most research focused on certain types of events or organizational settings, which made their conceptual contributions difficult to generalize. Conceptually, studies still define Event Management from their respective disciplinary perspectives, leading to inconsistencies about its dimensions, boundaries, and theoretical basis. So, literature has abundant empirical evidence of individual elements of Event Management but explains very little on how these elements together form a comprehensive management system. The lack of a conceptual frame limits theoretical progress and practical issues as organizations nowadays need integrated management models that can handle the complexities of modern event environments. The main research gap is not about collecting more empirical data but creating an integrative conceptual synthesis that systematically links the different aspects of Event Management found in the literature. Fixing this gap is a great chance to build a stronger theoretical basis for Event Management as a new multidisciplinary field.

Recognizing the inherent merit of the factors, the current research targets, among other things, the consolidation of the already existing knowledge into a single, unified theoretical system for the discipline of Event Management. The study is, first and foremost, concerned with identifying the current leading edge of research into event management; it will inquire into the theoretically methodologically, empirically, and conceptually unexplored parts of the literature, and finally, deliver a synthesized conceptual structure that captures the multifaceted appearance of Event Management. Rather than adding to the volume of new empirical data, the paper aims at organizing scattered pieces of knowledge into a logical theoretical pattern that interprets the connections between operational processes, stakeholder management, digital transformation, organizational governance communication risk management, and organizational resilience. The conceptual structure produced is anticipated to become a solid theoretical base for subsequent empirical studies and at the same time give scholars a better comprehension of the aspects which invariably make up the Event Management concept. Besides, the suggested structure is presumed to be a handy tool for practitioners as it supplies a more orderly viewpoint for designing executing coordinating,

and assessing events in an ever-increasingly complex business environment. So, besides breaking new ground in theory, this work also helps in deepening the conceptual basis of Event Management as a strategic management field. Through the amalgamation of previous research results in one comprehensive conceptual setup, this work fills a very significant void in the literature and lays a thorough foundation upon which the future research and theoretical elaboration in Event Management can be based.

Table 1. Synthesis of the Evolution of Event Management Research

Research Dimension	Major Findings from Previous Studies	Literature Synthesis	Implications for the Present Study
Conceptual Evalution of Event Managemeny	Event Management has evolved from an operational function into a strategic management discipline that creates organizational, social, cultural, and economic (Kitchen., 2025; Larina&Ivanytskyi., 2024; Teare et al., 2025)	The literature demonstrates a paradigm shift from event execution toward strategic value creation and multidisciplinary management	A comprehensive conceptual framework is needed to explain Event Management beyomd operational activities
Core Event Management Processes	The processes of the research, design, planning, coordination, and evaluation remain the funamental stage of successful event implementation (Anggoro et al., 2023; Setiawan et al., 2025; Vivi Tri Handayani et al.,2023)	Goldblats process model continues to provide the operational foundation but does not fully explain contemporary organizational complexity.	The proposed conceptual model should extend operational processes by incorporating strategic organizational dimensions.
Stakeholder Management and Governance	Effective stakeholder collaboration, communication, and governance significantly influence event success and long term sustainable (Kitchen, 2025; Larina Ivanytskyi.,2024; Teare et al.,2025)	Stakeholder have become central actors in event planning, implemention, and evaluation rather than passive participants.	Stakeholder management should be postioned as an essential dimension of the Event Management construct.
Digital Transformation	Web based Event Management System, cloud computing, event driven architecture, and artificial intelligence improve operational effeciency and decision making (Jean L. Galay & Riah	Digital technologies have transformed Event Management from manual coordination into technology-enabled strategic management.	Digital capability should be integrated into the conceptual framework as a core organizational dimension.

Organizational Resilience and Risk Management	Encarnacion, 2024; Laigner et al., 2024; Panda et al., 2025; Putra & Karlitasari, 2024) Organizational resilience, adaptive leadership, crisis communication, and risk governance are increasingly recognized as determinants of successful events (Islam et al., 2023; Khuan, 2024; Pérez-Arévalo et al., 2024; Workie et al., 2025)	Event success depends on organizational adaptability and resilience in uncertain environments.	Organizational resilience and risk management should be incorporated into future Event Management models.
Research Gaps	Existing studies investigate operational management, stakeholder engagement, technology adoption, governance, and resilience independently within specific contexts.	The literature lacks an integrated conceptual model that synthesizes these interrelated dimensions into a unified Event Management framework.	

Source: Developed by the authors based on (Anggoro et al., 2023; Buenaventura & Soriano, 2024; Islam et al., 2023; Jean L. Galay & Riah Encarnacion, 2024; Khuan, 2024; Kitchen, 2025; Laigner et al., 2024; Larina & Ivanytskyi, 2024; Orieno et al., 2024; Panda et al., 2025; Pérez-Arévalo et al., 2024; Putra & Karlitasari, 2024; Setiawan et al., 2025; Suzan Lakhani et al., 2026; Teare et al., 2025; Vivi Tri Handayani et al., 2023; Workie et al., 2025)

METHODS

The research used a Systematic Literature Review (SLR) approach to gather and analyze the available literature on Event Management, ultimately creating a detailed conceptual model grounded in empirical studies. The review was based on secondary data from 19 international peer-reviewed journal articles which focused on Event Management and its related facets such as event planning, stakeholder management, organizational governance, digital transformation communication organizational resilience, and risk management. These articles were chosen since they were To be exact aligned with the aims of the research and had enough theoretical and empirical backing to depict the progression of the Event Management concept. The study's focus was on individual journal articles as units of analysis, and the conceptual, methodological, and empirical details reported in each publication served as units of observation. The review was structured to address three major questions: i) What is the current state of the art in Event Management? ii) What are the theoretical and methodological gaps highlighted by previous studies? and iii) How can a more comprehensive conceptual system be developed? The study did not aim at creating new empirical data but rather at methodically combining results from different studies to reveal patterns that are regular, themes that are rising, and issues that are still open for debate in the

literature. That means, the choice of research design is towards evidence synthesis instead of hypothesis testing which forms a basis for expanding the theoretical perspective of Event Management.

The literature search was carried out using several academic databases, including Google Scholar, Scopus, and ScienceDirect, using combinations of keywords such as “Event Management,” “event planning,” “stakeholder management,” “digital transformation,” “organizational resilience,” and “risk governance.” The search was limited to peer-reviewed journal articles published between 2023 and 2026 in order to capture the most recent developments in the field. Titles, abstracts, and, where necessary, full texts were screened against the inclusion criteria described above, and articles that did not directly address Event Management or one of its core dimensions were excluded from further analysis.

To make sure the process was open and anyone could do it again if wanted, there were several steps that had to be followed in the data collection procedure. The first step was to locate all the journal articles that had been previously selected as the data source for this review. The second step was to check whether each article was appropriate to the study objectives i.e. only those articles that contained discussion on Event Management or its most important aspects were included in the analysis. The third step was to extract information from every article via a structured literature review matrix. In this way, the authors, year of publication, research goals, theoretical background, research method, data collection methods, sample characteristics, research instruments, analytical techniques, main findings, research limitations, and ways to develop Event Management theory were recorded. Next, all extracted data were matched with each other to find similarities differences

common ideas, and theoretical developments. Most of all, attention was paid to the identification of dimensions that quas extensively appeared in the literature, to the methodological trends, as well as to the conceptual inconsistencies which are responsible for the current research gaps. Consistent with the structured extraction plan, every article was analyzed with the same set of criteria, this way enhancing the consistency and reproducibility of the whole review process.

The main tool for research was a structured literature synthesis matrix which was specially made for this study to help organize and compare the evidence over the selected publications. The matrix acted as a tool for analyzing purpose systematically recording conceptual definitions, theoretical perspectives, methodological characteristics, empirical findings, and reported limitations from each article. Content analysis that combines with a narrative synthesis was used for data analysis. Content analysis to identify the concepts that are repeated, theoretical constructs, methodological approaches, and major findings of studies that have been reviewed. Narrative synthesis was used to bring these findings into broader conceptual categories that depict the development of Event Management research, including operational management, stakeholder engagement, digital transformation, organizational governance communication risk management, and organizational resilience. The interpreted findings were identification of the present state of the art theoretical methodological, empirical, and conceptual research gaps, and the dimensions that always put together the Event Management construct. The final and integrated evidence was the basis for developing a thorough conceptual model which shows the multidimensional nature of

Event Management. Because each phase selection of article, extraction of data categorization comparison, and synthesis was done based on a structured and transparent procedure, the way that this paper presents can be repeated by other researchers using different literatures in the same research domain.

RESULT AND DISCUSSION

The results of this systematic review, drawn from the analysis of nineteen international peer reviewed journal articles published between 2023 and 2026, show that Event Management research has progressively expanded from an operational focus toward a strategic and multidisciplinary orientation. Across the reviewed studies, six recurring dimensions emerged, namely operational management, stakeholder management, digital transformation, organizational capability, governance, and risk management. Although each dimension has been extensively documented on its own, none of the reviewed articles combined them into a single conceptual model, confirming the theoretical, methodological, empirical, and conceptual gaps outlined in the Introduction. These findings are presented in detail in the following subsections, beginning with the general characteris.

Characteristics of the Reviewed Studies

Table 2. Characteristics of the Reviewed Studies

Characteristic	Description
Number of articles	19 international peer-reviewed journal articles
Publication period	2023–2026
Research domains	Event planning, stakeholder management, digital transformation, organizational governance, communication, organizational resilience, risk management
Research approaches	Qualitative, quantitative, mixed methods, system development, literature review
Data collection methods	Interviews, surveys, observation, documentation, focus groups, system implementation, secondary document analysis
Analytical techniques	Descriptive statistics, thematic analysis, content analysis, comparative analysis, case study analysis, system evaluation
Research contexts	Cultural events, MICE, entertainment events, higher education, public sector, digital event systems, community events
Geographic coverage	Asia, Europe, Africa, North America, multi-country studies

Source: Developed by the authors from the reviewed literature (n = 19).

The Systematic Literature Review (SLR) availed 19 international peer reviewed journal articles co-authored by researchers during 2023 to 2026 were systematically searched and selected for systematic literature review as they explicitly reflected the capture of Event Management or similar knowledge areas that enable conceptual development of Event Management. The identified publications spanned through a wide variety of research foci such as Event Planning, Stakeholder Management, Organizational Governance, Communication Management, Digital Transformation, Organizational Resilience, and Risk Management. These published articles were implemented on similar or diverse institutional and organizational

settings, for instance, cultural festivals, entertainment events, MICE domain, higher education institutions, public organizations, community-internal application, and advanced event management technologies. They were produced in varied geographical and political regions consisting of Asia Europe Africa, North America, and international comparison in theoretical approaches. Their publication years indicate a tripling focus Recently of the publication period, signifying a newly emerging research in this domain upon the contribution of the strategic event management. These articles constitute the entire body of knowledge that facilitated the current systemasteric literature review.

The research approaches varied among the reviewed papers, which had the same characteristic of demonstrating multiple disciplines within Event Management. As most of the the reviewed papers focused on qualitative researches, the dominating research approach was case studies interviews observation, document review, thematic studies, which aimed to investigate organizational practice and interactions of event participants. Quantitative papers mainly used surveys to measure performance of organizations, perception of event participants, technology utilization, or effectiveness of management. Several papers used the mixed-method approach which combined qualitative interview findings with quantitative survey responses to provide complementary evidence on event management practice. Also, literature review papers were also identified, representing synthesized prior studies to prove the arguments of the emerging discipline. Overall, researchers applied the multiple methods instead of one research model, and Event Management has advanced over traditional descriptive research to technology-oriented and multidisciplinary research. The purpose of this review evidenced that the reviewed papers used multiple approaches without being exploited using one system only.

The data collection methods described in the papers that were reviewed also changed a lot. Studies based on interviews mainly took qualitative data from those involved with event organization managers stakeholders, government leaders, and community members. Research based on surveys made use of structured questionnaires to gather quantitative data from participants visitors employees of the organization, event organizers, and institutional stakeholders. Many studies integrated observation and document analysis to explore the planning processes, event activities, organizational coordination, and event evaluation practices. Research on digital transformation mainly involved system implementation through usability testing, prototype development, and application performance assessment. Some other studies used focus groups and organizational documentation to provide a holistic view of governance collaboration communication, and organizational resilience. The analytical methods mentioned in the papers reviewed were descriptive statistics, thematic analysis, qualitative content analysis, comparative analysis, case study analysis, system evaluation, and narrative interpretation. These differences in approaches demonstrate the vast array of empirical strategies that have been utilized to study Event Management in various organizational settings. These features in total characterize the nature of the literature examined in this research, and form the empirical basis for the next step, that is, the synthesis of the current state, research gaps, and conceptual model development.

State of the Art of Event Management Research

Table 3. State of the Art of Event Management Research

Research Aspect	Synthesis of Findings from Previous Studies
Conceptual orientation	Event Management has evolved from operational event execution toward a strategic and multidisciplinary management discipline.
Core Dimensions	Research, design, planning, coordination, implementation, and evaluation remain the fundamental managerial processes.
Organizational dimensions	Stakeholder management, governance, communication, leadership, and organizational collaboration are increasingly incorporated into event management research.
Technological development	Digital platforms, web-based systems, cloud computing, event-driven architecture, and artificial intelligence have become integral components of event management practices
Organizational capability	Organizational resilience, adaptive leadership, crisis communication, conflict management, and risk governance have emerged as important research themes.
Overall research direction	The literature demonstrates increasing integration between operational management, organizational capability, stakeholder engagement, and technological innovation.

Source: Developed by the authors based on the synthesis of the reviewed studies (n = 19).

The collection of the reviewed articles presents a somewhat different picture of the Event Management research conceptual orientation of the time the production of the new texts has been inspired by the old texts at the same time they have influenced each other the texts mirrored each other. Those organizing an event have focused mostly on the operational side of the process, in other words, their work has been considered a sequence of management activities like planning organizing coordinating, implementing, and evaluating event programs. In contrast Event Management in the most up to date papers is portrayed as a greater organizational ability going beyond core operations. The studies examined suggest that event performance increasingly depends on factors like strategic planning, stakeholder involvement, governance communication, a firm's ability to adapt, and sustainable value creation, besides just operational efficiency (Kitchen, 2025; Larina & Ivanytskyi, 2024; Teare et al., 2025). Various pieces of research on cultural events, entertainment events, MICE industries, educational institutions, and public organizations consider Event Management as a combined managerial process involving various functions of the organization. Besides that the found papers also point out that the subject has slowly but steadily, interested itself in organizational management, public administration, information systems, and strategic communication, from where the perspectives come. This change in meaning is one of the most stable trends that the authors discovered in the literature of the selected works, which they show in the articles written between 2023 and 2026.

The literature reviewed has always identified a few managerial processes as core to Event Management regardless of the type of organization. Conducting research designing planning coordinating implementing, and evaluating are the six main activities that have been frequently cited as the key elements for a successful event (Anggoro et al., 2023; Setiawan et al., 2025; Vivi Tri Handayani et al., 2023). Different studies use slightly different words for these six activities, but no matter the research setting or method, these operational components

can be found in all of them. Cultural festivals, entertainment events, educational programs, and MICE activities are some of the areas that have been studied, and all of them point to planning and coordination as necessary organizational processes. Conducting an event evaluation is another activity that is often mentioned as one of the ways that organizations look at their performance and make changes for future events. Several papers highlight that communication management and stakeholder coordination are progressively being integrated in event management, process that goes on in all the stages of the cycle. The data reviewed portrays that even though there are more strategic elements emerging, operational management still plays a fundamental role in Event Management. These operational dimensions that have been mentioned from time to time are the main parts covered by most of the literature reviewed. Many of the reviewed papers, identify as a further key attribute the increase of focus on involvement of stakeholders and governance of the organization. Many research articles disclose that interaction, teamwork, and reaching consensus with stakeholders are actually the main factors of achieving success in event management practices. The articles generally indicate that stakeholders are engaged during all phases of planning implementation monitoring, and evaluation, rather than only during certain isolated stages of event organizing. A number of contributions also illustrate that governance structures enabling effective coordination among various stakeholders like government agencies, business entities, community groups suppliers sponsors, volunteers, and attendees are quite crucial. Organizational communication is often pointed out as one of the tools/stages supporting stakeholder engagement and joint decision making. Apart from that, leadership ability and organizational coordination are recognized as the main organizing principles of different events by various authors. Such results imply that the area of stakeholder management and governance forms some of the most discussed research issues in the current Event Management field. In fact, organizational ties plus operational management are seen as two major components by the analyzed literature.

The studies that were reviewed confirm significant industry technology advancement in Event Management research. Lots of papers tell about adoption of the web based event management systems, cloud computing, digital registration systems, event driven architectures and artificial intelligence for the support of planning coordination communication, monitoring, and evaluation (Jean L. Galay & Riah Encarnacion, 2024; Laigner et al., 2024; Panda et al., 2025; Putra & Karlitasari, 2024; Suzan Lakhani et al., 2026). What I just said articles recognize digital technologies as main parts of present-day event operations and not as a support tools or luxury items. The authors of the studies see digital platforms as being a great enabler of information management, stakeholder communication, resource allocation, administrative automation, and real-time organizational coordination. Besides supporting participant services, automated communication, data processing, and event recommendation systems, the authors associate AI implementation as a feature of digital platforms. With tech advancement, the articles also pinpoint organizational resilience, crisis communication, adaptive leadership, conflict management, and risk governance as being the main themes in research very often (Islam et al., 2023; Khuan, 2024; Pérez-Arévalo et al., 2024; Workie et al., 2025). When taken together, the authors reveal that it is technological ability and organizational flexibility which are getting more and more attention from Event Management

scholars nowadays. Conclusively, the documents you go through show that nowadays research not only deals with operational management, stakeholder engagement, and organizational capability but it also focuses heavily on digital innovation. This is reflected by the contemporary stage of the art in Event Management research.

Research Gap Synthesis

Table 4. Synthesis of Research Gaps in Event Management Literature

Reserch Gap	Findings from the Reviewed Studies	Evidance from the Literature
Theoretical Gap	Multiple theoretical perspectives have been adopted independently, including operational management, stakeholder management, governance, digital transformation, organizational resilience, and communication. No unified theoretical framework was identified across the reviewed studies.	(Islam et al., 2023; Khuan, 2024; Kitchen, 2025; Teare et al., 2025).
Methodological Gap	Previous studies employed diverse research designs, including qualitative, quantitative, mixed methods, system development, and literature reviews. Few studies synthesized findings across different methodological approaches.	(Anggoro et al., 2023; Buenaventura & Soriano, 2024; Jean L. Galay & Riah Encarnacion, 2024; Setiawan et al., 2025; Vivi Tri Handayani et al., 2023).
Empirical Gap	Research was conducted across various organizational settings, including cultural events, MICE, entertainment events, higher education, public organizations, and digital event platforms. Most findings remained context-specific.	(Larina & Ivanytskyi, 2024; Panda et al., 2025; Putra & Karlitasari, 2024; Suzan Lakhani et al., 2026; Teare et al., 2025).
Conceptual Gap	Operational management, stakeholder engagement, digital capability, governance, communication, organizational resilience, and risk management were generally examined as separate dimensions. An integrated conceptual model was not identified	(Islam et al., 2023; Kitchen, 2025; Laigner et al., 2024; Pérez-Arévalo et al., 2024; Workie et al., 2025).

Source: Developed by the authors based on the synthesis of the reviewed studies (n = 19).

Synthesis of the reviewed studies revealed a range of recurrent themes related to theoretical development in Event Management literature. Different research papers used various theoretical lenses based on their research aims and the types of organizations studied. While event operational papers discussed mainly the management processes involved in planning coordinating implementing, and evaluating events, other papers identified main theoretical themes like stakeholder engagement governance organizational communication leadership digital transformation, organizational resilience, and risk management. In fact, these theoretical perspectives were reported separately in different papers, and no common

conceptual structure emerged from combining these theories. The papers in the sample regularly contributed theoretically from their disciplinary standpoints, yet they did not offer a grand theory to link the different facets of Event Management. Remarkably, none of the nineteen articles combined operational organizational technological, and governance aspects into a single setup. The reporting of what I just said findings has given us an understanding of the existing theoretical basis of the literature under review.

Besides studies mindset and research questions that guided a choice over the type of way the reviewed works exposed a mix of methods from purely qualitative to completely quantitative ones. Qualitative case studies and interview based investigations are some of the methods used. Also quantitative surveys and mixed method research are there in the studies. Other types of works included system development projects and literature reviews. The data collecting methods depend on the purpose of the research so the researchers during deciding on the research method also thought of the way they are going to collect the data. In fact some of the ways were like interviews questionnaires observations, document analysis, focus group discussions, usability testing, and prototype implementation pointing to the research objectives. There also was an entire range of analytical techniques that were used for instance, descriptive statistics, thematic analysis, qualitative content analysis, comparative analysis, case study evaluation, and system performance assessment are some of the techniques that were practiced. Certain research works were very focused on the introduction of new digital event management systems. Others from the same group of studies examined with empirical field research other ways of organizations operation or the relations of different stakeholders. The studies based on literature review categorized overall findings but mainly concentrated on certain issues rather than an entire review of the whole discipline. Methodological evidence of the studies Because of this shows a great variety in different areas including research designs, data sources, analytical procedures, and reporting formats. Collectively the reviewed publications demonstrate that Event Management research has been studied from different methodological perspectives during the period of observation.

The empirical data reported in the reviewed papers came from a diversity of organizational contexts. Cultural festivals, entertainment events, MICE activities, educational institutions, government organizations, community-based initiatives, and digital event management platforms were examples of the empirical contexts in the selected publications. Some studies dealt with the processes of public organizations, others even private ones, higher education institutions, or technology-based event management environments. Besides that geographic diversity was also a highlight with studies conducted in Asia Europe Africa, North America, and international comparative settings. According to the goals of the individual studies, sample characteristics varied greatly and included, among others, event organizers, organizational managers, government officials stakeholders community representatives participants employees suppliers volunteers and users of digital platforms. The literature reviewed offers empirical evidence from various sectors and organizational environments. Unquestionably each publication reported mainly the findings from its own research context and did not go further in generalizing their observations to other organizational settings all these features taken together paint a picture of the empirical extent covered by the reviewed literature.

The synthesis also discovered some recurring conceptual features common to the reviewed articles. Operations management processes were still the main theme found in the literature while stakeholder engagement governance digital transformation communication organizational resilience, adaptive leadership, and risk management have been recognized as other aspects of Event Management. Typically individual works were limited to the analysis of one or several of these aspects given their research goals and lead disciplines. For example digital transformation papers mainly pointed out technological systems, governance papers were mostly about organizational coordination and stakeholder collaboration, while papers on organizational resiliency highlighted adaptive capacity, crisis communication, leadership, and conflict management. However operational papers were almost exclusively concerned with planning and implementation activities. These aspects were often featured in the papers included in this review but they were described as separate research themes. In fact none of the analyzed papers combined all of the dimensions identified above into a single conceptual system that illustrates the multidimensional nature of Event Management. The outcomes of this systematic review of the literature comprehensively and categorically identify four broad types of research gaps that have been points of concern in the past studies as per the nature of the report of the literature.

Proposed Conceptual Model of Event Management

Table 5. Proposed Conceptual Model of Event Management Based on the Literature Synthesis

Conceptual Dimension	Main Components Identified in the Literature	Supporting Studies
Operational Management	Research, design, planning, coordination, implementation, and evaluation	(Anggoro et al., 2023; Setiawan et al., 2025; Vivi Tri Handayani et al., 2023)
Stakeholder Management	Stakeholder engagement, collaboration, communication, participation, governance	(Kitchen, 2025; Larina & Ivanytskyi, 2024; Teare et al., 2025)
Digital Transformation	Event Management System, web-based platforms, cloud computing, event-driven architecture, artificial intelligence	(Jean L. Galay & Riah Encarnacion, 2024; Panda et al., 2025; Putra & Karlitasari, 2024; Suzan Lakhani et al., 2026).
Organizational Capability	Organizational resilience, adaptive leadership, crisis communication, conflict management, organizational learning	(Islam et al., 2023; Khuan, 2024; Workie et al., 2025)
Risk and Governance	Risk governance, public governance, community participation, organizational coordination	(Larina & Ivanytskyi, 2024; Pérez-Arévalo et al., 2024; Teare et al., 2025)
Integrated Event Management	A multidimensional management system integrating operational, organizational, technological, stakeholder, and governance dimensions	Synthesized from all reviewed studies

Source: Developed by the authors based on the synthesis of the reviewed literature (n = 19).

After reviewing the literature the authors coherence six broad conceptual dimensions that very often get mentioned in the different Event Management studies. The first dimension involves the operational management processes of research design planning coordination

implementation, and evaluation these are the basic managerial activities that continue to constitute the core of most cultural events, entertainment events MICE educational events, and public event management studies (Anggoro et al., 2023; Setiawan et al., 2025; Vivi Tri Handayani et al., 2023). Management of stakeholders, their engagement communication collaboration, governance, and participation is the second dimension. These very components are continuously highlighted as necessary organizational processes of event planning and running (Kitchen, 2025; Larina & Ivanytskyi, 2024; Teare et al., 2025). The third dimension that we identified is digital transformation that encompasses the implementation of web based event management systems, cloud computing, event-driven architectures, and AI applications assisting coordination communication monitoring, and decision-making processes (Jean L. Galay & Riah Encarnacion, 2024; Laigner et al., 2024; Panda et al., 2025; Putra & Karlitasari, 2024; Suzan Lakhani et al., 2026). The fourth dimension is connected to the organizational capability and consists of such things as adaptive leadership, organizational resilience communication, conflict management, and organizational learning (Islam et al., 2023; Khuan, 2024; Workie et al., 2025). Governance and risk management Though were found to be two interconnected aspects that could be used to develop better coordination, increase public participation, and ensure organizational sustainability along the event management process (Larina & Ivanytskyi, 2024; Pérez-Arévalo et al., 2024). Ultimately, these six dimensions constitute the main conceptual elements that have been brought to light by the papers we have read.

Majority of the review studies, disclose that operational activities, stakeholder engagement, technological capability, organizational processes, and governance mechanisms influence each other. Operational management lays the structural groundwork for organizing events through planning and implementing systematically. Stakeholder management assists the organization in coordinating by making it possible for the stakeholders to communicate, collaborate and participate the event delivering process. Digital transformation offers technological capabilities that empower the updating of information, increasing administrative efficiency communication monitoring, and organizational decision making. In organizational capability, adaptive leadership resilience crisis communication, conflict management, and organizational learning are the elements that help organizational performance not only during routine operations but also in uncertain situations. Governance and risk management strengthen institutional coordination through public participation, organizational accountability, and systematic risk management practices. The studies that have been reviewed mention these aspects many times as complementary organizational capabilities rather than separate managerial functions. Taken together they depict the main elements that define contemporary Event Management research.

The synthesis has shown besides that literature under review has continued to evolve and widen the focus from mere operational event implementation to a more broadly multidisciplinary management perspective. Initial research mostly described management activities in a sequential manner whereas future publications will increasingly record collaborative efforts among stakeholders governance enhancing organizational resilience communication technological innovation and developing adaptive organizational capabilities. The topic of digital transformation has been a constant in research through explorations of web based systems, cloud platforms, artificial intelligence, and event driven architectures. In

the same way organizational resilience and governance have been getting more and more coverage by the means of studies on adaptive leadership, crisis communication, stakeholder involvement, and organizational coordination. All these changes together show the extended range of Event Management research over the period of publication covered by the study. The conceptual dimensions pointed out in the analyses of the studies embody the current state of knowledge in the field. The conceptual system put forward in this article encapsulates these recurring themes into one unified structure solely relying on the evidence drawn from the nineteen international journal articles that make up this systematic literature review. This unified structure is the ultimate synthesis of findings before the elaboration of their theoretical implications which will be presented in the next section.

CONCLUSION

This paper analyzed results from nineteen international journal articles that have gone through peer review to evaluate the current progress of Event Management research, point out the research gaps, and create a complete conceptual structure via the Systematic Literature Review (SLR). The results indicate that Event Management has drastically changed from being mainly a field of operations to a strategic management one encompassing ten or more disciplines which integrate operational processes, stakeholder management, digital transformation, organizational capability, governance, and risk management. The review exposed that the research about these aspects has been developed separately from different disciplinary perspectives which in turn have led to theoretical methodological empirical and conceptual confusion within the existing literature. Synthesis of earlier research indicated that six major concept dimensions: operational management, stakeholder management, digital transformation, organizational capability, governance, and risk management, were time and again identified. These aspects were then brought together within one conceptual structure that describes the multifaceted character of modern Event Management. In this way, our paper adds to the existing studies by bringing together scattered pieces of knowledge in a thorough conceptual model that not only fortifies the theoretical basis of Event Management but also offers a better insight into the interrelations among its main dimensions.

This conceptual model is a foundation for various research pathways in the future. Firstly additional studies should provide empirical support for this configuration through the use of quantitative research methods. The relationships between various components in the model can be tested by Structural Equation Modeling or other multivariate statistical techniques. Besides comparative research might be conducted to determine how different modes of event management are carried out about different organizational settings types of events and countries. This would help in ascertaining the wide applicability of the conceptual model to different contexts. Third event management researchers can track the changes in digital transformation, stakeholder collaboration, governance mechanisms, and organizational resilience at various stages of the event management lifecycle through longitudinal studies. Fourth studies exploring the impact of emerging technologies with special focus on artificial intelligence, big data analytics, and digital ecosystem integration on the efficiency and sustainability of Event Management should be conducted. Lastly

collaborative interdisciplinary research is advocated to enhance and enlarge the conceptual structure, proposed in this paper, by combining knowledge and expertise from different domains such as management, information systems, organizational behavior, public governance, and communication studies. Such endeavors will not only foster theory building but will also create a stronger empirical foundation for both academic and practitioner communities involved in the development of Event Management.

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