

# Tourism and Hospitality Management Opportunities in Saudi Arabia

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## Abstract

In this decade, the event management industry in Saudi Arabia has proliferated to introduce the quality of local and international entertainment in Saudi Arabia to encourage event culture for the general public. Nowadays, the Saudi Government conducts festivals, exhibitions, conventions, corporate events, celebrations, games, and heritage promotions to change the country's direction and environment. The event management industry in Saudi Arabia opens a new gateway for travel and tourism, benefiting both the domestic and international communities, as well as the country's ease-of-doing-business policy, which supports economic growth. The Saudi Government creates an Events culture for entertainment purposes and new jobs for youngsters, social improvement, diversity of the culture, nation-building, travel and tourism promotion, economic growth, and modern cultural development for citizens. The present paper provides an in-depth research elaboration on various event management theories and concepts from the literature, presented in chronological and thematic order, along with a methodological basis. This Article also has taken into consideration the contemporary scholarly literature contribution to the event management industry in Saudi Arabia to highlight new ideas and work mechanisms to organize a successful event, as well as has sought ways to find missing gaps in the existing literature on event management and to try to fill them in with our research and findings, which will hopefully serve a reasonable basis for development in this business sphere and further investigation and study. Our mixed research methodology in the event management industry in Saudi Arabia helps to understand the scope, process, procedures, and essential elements to summarise and analyse the information. Qualitative and quantitative methods are applied to data collection, analysis, and evaluation through surveys, questionnaires, observations, experiments, interviews, focus groups, expert opinions, etc. Critical success factors, such as event management feasibility, planning, budgeting, target market, and risk assessment, are vital in the collection and analysis. This article contributes to academics for students and

the business community, and professionals to improve expertise skills in implementing modern event management strategies and techniques through fulfilling the gaps and flaws within the Kingdom. This Article report elaborates on the event management background, problems, solutions, processes, procedures, work mechanisms, benchmarks, and standards in the event management industry in Saudi Arabia.

## **Keywords**

Business, Economics, Management and Administration

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## **1. Introduction**

Event management is the practice and process of planning, hosting, and organising events or gatherings for social, cultural and economic objectives. Event Management opportunities in Saudi Arabia are a great business opportunity for young entrepreneurs, providing quality entertainment and creating a liberal environment for the local public. The Saudi Government organises many festivals, sports, cultural, corporate, exhibitions, religious, political, private and public events for economic growth and nation-building through the media and entertainment industry. Yet, Saudi Arabia still has enormous potential for modern events and advanced technology to fill industry gaps and opportunities. The event management industry in Saudi Arabia is not mature enough. It is fully-fledged according to the academic and professional standards compared with the western countries that enrich the study of events. The Saudi Government set the benchmark of the Dubai industry as a role model for developing the country's event management culture and lifestyle.

The Saudi Government supports local entrepreneurs, investors, and youngsters to appreciate their new ideas and innovation, stimulating creative thinking and opinions to promote their talent for arts development and high culture. The Saudi Government designed a chain of events in many small and big cities of Saudi Arabia for local and international entertainment activities. Eleven seasons in multiple cities are highlighted annually for many locations, including Eastern Province, Ramada, Jeddah, Eid Al Adha, Eid Al Fitr, Al-Taif, National Day, Riyadh, Diriyah, Al-Ula, and Hail. Saudi Government event management initiatives benefit local citizens economically, ethically, socially, behaviourally, and psychologically and equally impact changing their mindset and stress retention for each class, gender, age, profession, etc.

A few years ago, the Kingdom of Saudi Arabia was a very religious and conservative society in the Arab World. Saudi Arabia was a rich country in terms of economy, but not advanced and liberal compared with the other middle east population. The Saudi Government's new leadership, Crown Prince Mohammad Bin Salman (MBS), announced the 2030 vision as a strategic vision to decrease the

country's dependence on oil and change the economic direction to development in public service sectors, including tourism promotion and encouragement. Saudi Arabia is the heart of the Muslim World. Millions of pilgrims visit Saudi Arabia to perform Hajj and Umrah every year. The Saudi Government has extensive experience in facilitating them as hosts. Formerly, it was just religious gatherings and events. The Saudi Government benefits from this spiritual place and promotes further travel and tourism to attract many visitors all over the country for extended locations to save spots for tourism. The Saudi Government has started to invest in the tourism field as short and long-term plans for economic growth, new jobs and business for the youngsters. In the last decade, the Saudi Government established many entertainment institutes and authorities.

In the Middle Eastern culture, especially in the Kingdom, there is a big vacuum to organise mega events rather than religious events. Current events in Saudi Arabia cannot be successful without advanced technology and quality entertainment. The Saudi Arabian government is struggling to huge college crowd for social activities and develop outdoor games for local citizens to participate in and understand the value of adapting to global culture and fashion trends. Ministries and authorities are recently working to find new tourism spots to save heritage locations for public attraction and fascination. These educational institutes and universities contribute to modern literature and academic standards in developing the event management industry's values and importance in society. These institutes promote values of tourism, mega-events, sports activities, private events, and celebrations to commemorate proud moments, cultural awareness, folklore development, and preserve heritage for social, cultural, and economic objectives.

The event management industry's primary aim and objectives are to understand the basic principles and advancement of organising and standardising events compared with best practices and procedures, not limited merely to comparing the standards and benchmarks. The Saudi Government's primary focus and objectives to start socialisation and gatherings that adults, families, and children can join and adopt open-minded thinking through joining festivals, exhibitions, and parties are of utmost importance. The development of this industry in Saudi Arabia has seen more than five hundred companies registered in the last five years. The Saudi Government plans to highlight and celebrate their proud movement and achievements to build confidence in its citizens. The Saudi Government plans to invest in people's growth and development from a financial perspective. The world is becoming globalised due to internet forwarding and the advancement of technology in terms of digitalisation and globalisation. The secondary purpose is to review the event management industry from many aspects and perspectives and to carry out an analysis, from strategic planning, process, budgeting, organising and dismantling through academic standards and professional expertise.

The event management industry is vast, encompassing technical brand aspects, strategic personnel and corporate organising operational and logistic activities in

the market. Management and coordination are critical, including customers, vendors, subcontractors, artists, and skilled employees. The event management industry studies help groom and shine personality and increase comfort zones, such as positive thinking, confidence, presentation, communication, vocabulary, enthusiasm, warm up, approachability, calm, managing emotions, less stress, energy, resilience and kinder, practical experience and professional attitude. It also increases writing, reading, speaking and listening skills for students. It will keep the reader engaged and provide new insights into event management, presumably making him or her a better participant in event management processes.

The significant study is the academic contribution to the event management industry in the modern thought of literature and study publications. The significance of the study is a significant impact, and most aspiring events are developed, composed, produced, and managed by professional expertise. The event management study and research significance findings are categorised into two significant types, i.e. primary and secondary. Particular topic concerns are explained in this Article. In the significance study, available writings through mental exposure, wondering, and objective support the researchers and Students to keep on the right direction to improve, increase and principles in general literature research and studies. The significant study contributes to the overall literature and advanced quality of writing in business management studies, research, practices, process, and implementation, especially in the field of event management. The Saudi Government plans to cover each kind of event management activity, and culture provides awareness to the local community to participate and organise systematically. Local entrepreneurs get the benefits of event culture to introduce new ideas in social gatherings and private events to make money.

The Event Management industry professionals are equally capable of working in small and medium-level functions and events. It provides confidence to entrepreneurs to invest according to the public's weather, climate, government laws and social schedules. In Saudi Arabia, the event management industry is in its early stages and taking off level for economic and cultural purposes; it adopts standards and procedures for development and expansion. Event management academic and professional training institutes on government and personal levels must fill the gap to obtain future expertise and skilled professionals. Our research will help enlighten the significant issues in this field, where our findings can help promote its successful development across different sectors in Saudi Arabia.

## **2. Literature Review**

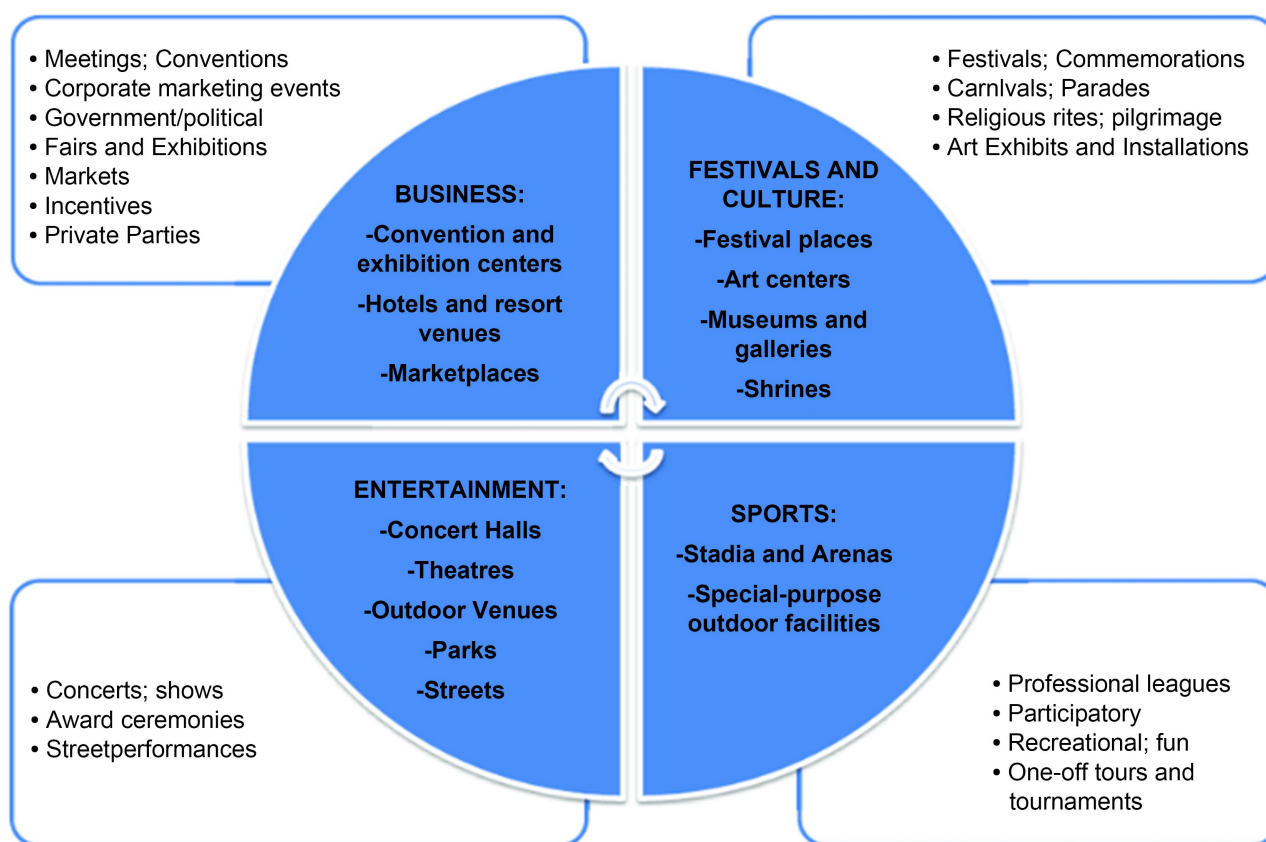
The event management industry's theoretical literature is exciting and has a great history and philosophy. It consists of many theories, definitions, models, frameworks, concepts, and historical references with many theoretical approaches and practices.

The word event is obtained from the Latin word "eventus", which means at the eventuality of outcomes victory. If we review further research into the etymology

and morphology of this word, “Eventus” is obtained from the Latin phrase “eventum”, which means success, going to happen, or evacuate. Furthermore, it means pre-planned social activities or an event occurrence. It is explained in the cessation that the real meaning of the word event is something that happens or occurs for pre-planned social purposes.

Goldblatt Joe (2005), the word “eventology” is derived from English, which means the academic study or science of events. The short definition is “an event is a different day from a routine day of daily bread life” (Goldblatt, 2005).

Below (Figure 1) is the thematic event management model to cover the scope and delimitation of the event management field in modern industry.



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

**Figure 1.** Thematic event management model.

The event management model’s analysis and presentation present the concept’s conglomeration and literature. The significant occurrence is established, accompanied by the precursor and choices, including planning, organising, event management, procedures and processes, phenomenon and the impacted. The model provided concepts and terms related to the event management industry typologies within the framework that sets the future directions of societies and nations in many countries. (Getz & Page, 2016).

Davies & Brown (2000) describe that “Events and festivals are memorable mo-

ments out of the routine people's lives, to get the chance to save the special time through social, cultural or pleasure experience" (Davies & Brown, 2000: p. 169).

According to Robertson and Elspeth Frew, the festival's aims and objectives evaluation for internal management purposes and external stakeholders high-lighted local economic, social, cultural and environmental impacts. Festival factor fast-moving industry and increasing range of assessments by size and scope to improvements in management approach, procedures and standards to implement best practices. Festivals study contributes to quality, time, cost, and experience of assessments to manage successful events on a micro-management level in the academic and professional analysis of event management careers and best practices (Robertson & Frew, 2013).

Event management industry literature is advanced and modern to cover the academic and professional scope. Western authors, mentors, scholars, and consultants are working on event management literature. Many books, articles, and guidelines are available to review academic literature chronologically in top institutes worldwide. Below is the chronological event management literature trying to explain the industry-academic reviews.

Judy Allen (2010) explained principles of event management initially in his book, including event organisation, timing, venue selection, data finalisation, location, hotels, restaurant theatres, tents, transportation, food and beverage, guest monitoring and invitation, and eventually, the checklist is a critical path to execute a successful event. Event management planning explains and starts event vision and objectives; visualisation and budgeting are crucial to monitor the event strategically (Allen, 2010).

According to Gibson et al. (2011), festivals are memorable entertainment and a special celebration in a small town. Festivals are extraordinary spectacles and memorable moments for the participants' pleasure of joining together. The festival's value is more than money and brand. It creates culture, community engagement, and sustainability multiculturalism. Festivals are agricultural, musical festivals, sporting activities, and increasing gatherings to increase tourism event management parallels in small places, social and economic transformations, folk festivals, political ceremonies, social region services, and infrastructure reflection (Gibson et al., 2011).

According to O'Toole (2011), numerous events are organised to grow new industries and do not have time to look wider. These events include education, sports, production, staging, technology use and management knowledge. To guide the industry, there are four major phases of strategic change through government support and regulations: 1) disparate event direction and growth, 2) national aims and objectives, event support, 3) regional strategy, innovation and creativity, 4) event industry development and sustainability (O'Toole, 2010).

Today, the event's culture is crucial and central to a comparison of the history of events and status before, including the entertainment, celebration, ceremonies, mega events and public events. Events are benchmarked according to daily life

traditions and culture, including the cycle of birth, death, weddings, folk festivals, carnivals, ancient celebrations, shared religious beliefs, and other significant social events. Event management outcomes promote future planning and sponsorship support in the event management process.

According to [Bernadette Quinn \(2013\)](#), events and festivals' terminology and contributions through different approaches and literature periods have dramatically conceptualised and studied events dramatically in academia. It includes impact in mega events, investments, hallmark events, involvement of unique research focus, national and international attention and the nature of technological competencies, direct and indirect stakeholders. All human culture consists of five primary sacred elements: celebration time, the harvest of essential products, serious performance, fair, and generic cheerfulness of tourism and event literature attraction.

According to [Andersson, Getz, & Mykletun \(2014\)](#), festivals and events research and the particular theme of geographic focus development of Scandinavia makes it unique through implications of hospitality, tourism and strong interest in event studies. The survey of festival management focuses on the festival management theories and practices of public and private results through decision-making, traveller guide service quality emerges, and volunteer involvement. A similar festival brand management model constructs a critical stakeholder connection for media management to promote the festivals and events. Further festival and event research recognises the relationship between organisation control, branding practices, and organisational structure for events and festivals.

According to [Brunt et al. \(2017\)](#), the Tourism, Hospitality and Event Management (THE) industry as a whole is about people's hospitality, movement, destination and management with a whole level of satisfaction, including travel, food, hotel and entertainment facilities and motivation. There are four major key points to analyse and conclude the results as a target for achievement, summarise the audience participation, enthusiasm and focus on participants and appropriate work format to prepare an excellent abstract of THE research or project report.

[Pimor et al. \(2019\)](#) describe that in the events and tourism industry, there are four significant kinds of forecasting: post-event, retrospective and strategic. The forecasting steps are initiation, screening, scoping, technical work, public and stakeholders consultants, forecasts, mitigation, reporting and consultation, decisions, monitoring and feedback. The event evaluation theories are vital to analysing the events and tourism industry, including thresholds, standards, capacity, precautionary principles, ideas, concepts, and models.

Traditional and non-traditional venues, light and sound, entertainment tours, catering, sustainability, security, health, staffing and operation management. Further, the Events decision-making process, consumer buying process and social media and event attendance process are vitally crucial for services and entertainment to evaluate the events. Segmentation strategies are essential for visitors' de-

mographics, psychographic attitudes, lifestyle, and geographic characteristics. Financial goals such as profit margins, budgeting, fund management, covering costs, and internal and external support to maximise revenue strategies are essential for the cooperating business community. Marketing, promotion, branding, advertisement, media management and social responsibility for event features. Before the event, during and after the event, activities need to work according to the checklist and questionnaires (Kolb, 2021).

Razaq, Tahir, & Rashid (2022) Festivals and celebrations in local communities, gatherings held annually or periodically for conventional. The ancient history of events is very traditional and religious functions within a society, rituals, celebrations and special holy days. Modern society creates events to celebrate individual parties, anniversaries, weddings, birthday parties, housewarming parties, and achievements. Historical and cultural themes organised annual events to attract audiences, create artistic images to meet social needs and fulfil cultural requirements. These festivals and celebrations provide entertainment for residents, international visitors, and tourists.

The literature is reviewed theoretically and chronologically explained, with multiple topics under the umbrella of event management. These event management topics include management, strategic management, travel and tourism, hospitality, festivals, sports, economic, social, cultural, heritage, environmental, and other private and public events. These events, values and traditions are essential for every nation, per reference to the above publishers and mentors. This literature not only values and beliefs of the events but also explains the events' quality, techniques, process, standards, benchmarks, learning, framework, leadership and analytical skills and abilities. Event management literature encourages the industry for entrepreneurship, job creation and entertainment and increases national income for the country and state. It also includes the pride and honour value and moment of the nation to promote the culture, heritage, and traditions to obtain social and economic benefits. The literature reviewed has multiple stages and steps to evaluate the overall event assessment and values.

### **3. Research Methodology**

In the Event Management industry, research methodology is essential to understand and judge the participants' opinions and overall public reactions to analyse the particular event and general market trends and inclinations. The event management industry in Saudi Arabia is one of the most relevant and appropriate topics to evaluate the current standing and future industry direction perspective through research methodology. The study population is simply a section of the targeted population for participants in the event management industry. The primary part of the sample in the event management industry is to identify the researchers to control the study, to summarise the entire population outcomes to draw the conclusions. Five major cities, including Riyadh, Jeddah, Eastern Province, Taif, and Al-Diriyah, were selected in the sample population to study and

select the people for evaluation to participate in multiple events, festivals, shows, and many other activities highlighted in this Article report.

The research questions are mentioned with hypotheses and discussions of the event management industry in Saudi Arabia's fundamental research questions, including problems, challenges, gaps, obstacles, economics, business, location, venue, benchmark, and issues. Current trends, fashions, standards, guidelines, and successful event measurements exist. Two practical approaches to selecting the data sampling, qualitative and quantitative, into further random and non-random sampling adequately represent the target population in event management. The researcher 70% focused on male participants, but women also have a significant and essential role in the entertainment community. Teenagers are interested in events, but the twenty-to-forty generation is passionate about participants. There are two major sources of data collection: primary and secondary data collection methods. Primary data collection is used for significant sources and origins in the event management industry, such as interviews, observations, studies, surveys, case studies, experiments, expert opinions, etc. The secondary data collection method is used for gathering data from previously collected and available data to summarise further statistical analysis findings and outcomes owned by the researcher. Two fundamental methods for data collection are qualitative and quantitative, and both are implemented in the event management industry as mixed methods.

The sample of this dissertation chose the population size that can be provided with the query instead of the entire population. The estimated value of population sampling represents  $n$  as a total sample outcome through the formula,  $N$  represents the total selected population, 5000 as a probability sampling, and  $e$  represents the error limit, or margin of error measurement considered 5%. In the final results, 200 participants responded participants broke up as explained below and were analysed and applied in multiple ways.

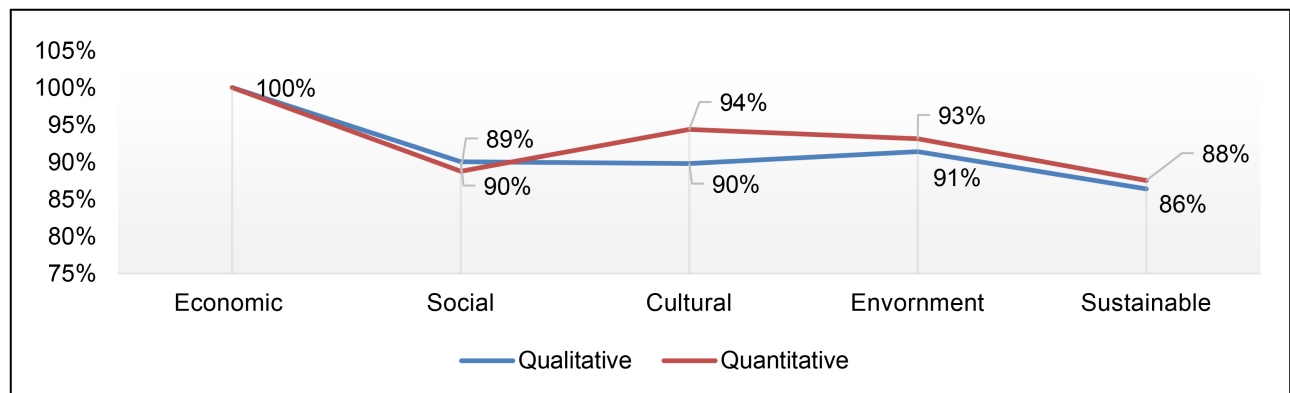
This quantitative and qualitative research had 100 samples on both sides in B2C and B2B. In B2C, 93 were in favour of the event management industry's success rate of 93%, only seven people had concerns, and 7% disagreed with event management in Saudi Arabia. On the other hand, the Business to business (B2B) category, quantitative and qualitative research, which took 100 samples and was in favour of the event management industry, 92 had a 92% success rate, and only eight disagreed, which is an 8% concern.

Research outcomes (**Table 1, Figure 2**) are very impressive and transparent through the systematic process of the Quantitative research method to use multiple research instruments to gather numerical data in this Article report after investigations of phenomena through a hypothesis testing approach to understanding the events, culture and opportunities success and concerns of open public and event organiser companies in Saudi Arabia. The planning number was 100 on each side; in open public and business communities, the response was 100% out of the samples; some did not respond, but completed the research target to add further participants to get actual ground results and outcomes. Overall results and

people’s opinions are positive and encourage the bright future of events culture in Saudi Arabia. The overall success rate is 93% collectively in merging the samples of business-to-consumer (B2C) and business-to-business (B2B) 94-person in favour of the event management industry. Only four people have concerns out of 100 samples. It shows business opportunities, a business vacuum in the Saudi market, a mega events gap, and investments to cover through investments and introducing new entertainment activities in Saudi Arabia.

**Table 1.** Overall research hypothesis.

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



**Figure 2.** Methodology.

As per the above chart, the economic satisfaction of participants is 100% satisfied in both business-to-customer and business-to-business as well as in quantitative and qualitative methods. Social satisfaction and success rate is 90% in qualitative, and 89% in the kingdom of Saudi Arabia, and just 11% of people are concerned and are against socialisation in the country. Cultural satisfaction and success rate is 90% in qualitative and 94% in quantitative in Saudi Arabia, and just 10% qualitative and 6% in quantitative of people concerned and against in the country. Environment satisfaction and success rate is 91% in qualitative and 93% in quantitative the kingdom of Saudi Arabia, and just 9% of people are concerned with qualitative, and 7% in quantitative are against environmental change in the country. Sustainability is one of the big challenges for government and stockholder

satisfaction, and the success rate is 86% in qualitative and 88% in quantitative the kingdom of Saudi Arabia, and just 14% of people are concerned with qualitative and 12% in quantitative are against environmental change in the country.

Overall, this is an outstanding outcome for both public entertainment and interests and opportunities for entrepreneurs. It shows business opportunities, including economic, social, cultural, environmental and sustainable types, a 92.5% success rate out of 200 samples, a business vacuum in the Saudi market, mega events gap, and investments to cover through investments and introducing new entertainment activities in Saudi Arabia.

Events and entertainment industry experts forecast that Saudi Arabia is composed and endeavours to become a future event destination in the Middle East. This research is about event management participants in Saudi Arabia, with an opportunity to understand the latest trends and inclinations leading the domestic events industry and embrace and learn from the innovation and ideas as an experiment to set a future prediction of the entertainment services in Saudi Arabia. During the research, multiple themes organised events corresponding to quality improvement to detect the problem of the planning and implementation of the event. Understanding the current status, level of events entertainment, evaluation of the expertise team, market demand and vacuum of the event management industry in Saudi Arabia is beneficial.

#### **4. Results and Findings**

These event standards are prepared according to my research and findings. Event planning and checklists depend on the event categories. For example, festivals have different planning and checklists, sports events have different planning and checklists, and music and dance concerts and shows have different event planning and checklists. The above is explained as general checklists with customisation according to the event size and types. It also changes the sequence, phases, steps and process according to the event type, size and categories. Event management standards and studies improve the quality of the event organisers and remind them through the checklist in case of ignoring or forgetting the important part. It also helps the top leadership to follow the team members according to their work status and segregation of duties.

Research implications of the event management industry findings and outcomes are essential for theory and practice. Research implications conclude results and describe the essential outcomes for theoretical and practical after the research evaluation and final results are entirely successful. This research reviews the Saudi Arabian event management industry from many perspectives, customised and squeezed into two implications: theoretical and practical. The theoretical implications of the event management industry included in this Article are social, cultural, economic, and environmental impacts. The outcomes come from a review of the international event management strategies, history, models, framework, outlines, literature, standards, best practices, analysis, benchmark, strengths, weak-

nesses, vacuum, policies and procedures, methodology, and many other concepts about the event management industry and opportunities. The event organiser's practical implications are on-ground event management experience and practice through organising a chain of events by the Saudi Government. Saudi Seasons is the symbol of practical implications to evaluate the market vacuum, demand, and requirements to be fulfilled by the Saudi Government, and almost succeeded in its aims and objectives through the implementation of international best practices, event management standards, top work mechanisms, and high-level quality of entertainment to follow the global trends and fashion. Event participants also show interest and response to these events and appreciate the government's arrangements.

The event Management industry in Saudi Arabia requires many upgrades and recommendations, as detailed in a discussion. These recommendations and critical purpose are to industry improvement and highlight problems for future betterment. These recommendations are included in the event management business model, event agenda expansion, industry stability, private sponsorship, local creativity, freedom of speech, trends and fashion, participant database, merit and professionalisation, traffic management, better utilisation of resources, above damages, investment control, operations improvements, security improvements, logistics and event dismantling improvements.

The research results through multiple resources, including interviews, surveys, social media, government websites, observations, questionnaires, and other resources presented below the subject of the "Events Management opportunities in Saudi Arabia" theoretical framework, qualitative and quantitative research and findings. The Saudi Season data collection purpose and importance under the Saudi Government's aim and objectives evaluate the event quality, content, cultural and traditional enrichment, intellectual entertainment, or audience satisfaction level. The business theories are PESTLE Analysis, SWOT Analysis, MOST Analysis, CATWOE Analysis and VPEC-T analysis.

#### **4.1. PESTLE Analysis**

PESTEL analysis (**Figure 3**) in the entertainment industry faces significant operational challenges and opportunities frequently in Saudi Arabia markets, such as Industry profitability, trends, and rapid growth. Still, on the other hand, it requires good Entertainment quality and facilities for the audience in the macro environment. Below is a short explanation of these factors in the event management industry in Saudi Arabia, after reviewing the research methodology and previous literature references.

- 1) Political Factors
- 2) Economic Factors
- 3) Social Factors
- 4) Economic Factors
- 5) Legal Factors

## 6) Environmental Factors



Figure 3. PESTLE analysis.

**Political Factors:** According to Vision 2030, political leadership has a clear direction for cultural promotion. Saudi Seasons was one of the best examples of pure political projects introduced and Vision by the political leadership and had a remarkable initiative in the modern event management industry in Saudi Arabia.

**Economic Factors:** Saudi season impacts the country's economic growth and fulfils the unemployment gap for new job seekers. Saudi Seasons promotes economic activities of entertainment, and the reason for tourism attraction is to increase the new environment and the country's revenue. These economic and financial factors also help the country with strategic planning tools and opportunities for the entertainment industry's sustainable country's financial growth. According to Vision 2030, Saudi Arabia wants to reduce economic dependence on oil production and develop public services to generate new resources for additional country revenue, especially by developing the tourism industry be a part of national income.

**Social Factors:** Saudi seasons play a vital role in the event management industry in all of Saudi Arabia through a different chain of events and festivals. The Saudi Government plans to socialise and analyse the impacts on culture and socialism through social consequences and social change intervention processes to promote the overall direction of the Saudi nation.

**Technological Factors:** Saudi Government set the benchmark for entertainment and quality, which is not able to achieve without modern technology such as light and sound, online box office, event management software, mobile apps and smart technology, live translation, QR codes, virtual reality, holograms, digital photography, and event invitations are the modern technology trends and fashions fully implements in Saudi Arabia event management industry.

**Legal Factors:** Legal factors in Saudi Arabia big changes after the new entertainment industry introduction, It is revised, including employment laws, discrimination laws, copyrights laws, anti-trust laws, patents, data protection laws, international business laws, health and safety laws, one window setup, insurance laws, visa and tourism laws, intellectual property laws, logistics and supply chain management laws are protecting the legal status of all local and international participants and stakeholders in the country which is used and fully applied in strategic

Saudi Seasons chain of events of legal flexibility and challenges.

**Environmental Factors:** Environmental factors also play a vital role in the event management industry, and Saudi Arabia's circumstances are suitable for the ideal location and perfect use of the country's resources and strengths. These environmental factors include social activities, country climate, natural locations and nature, weather, humidity, greenery, air, water, waste management, recycling, pollution control, road acceptability, beaches, etc.

## 4.2. SWOT Analysis

SWOT analysis (**Figure 4**) helps to understand the event management industry in Saudi Arabia currently, where it stands, and what the future opportunities gap needs to be addressed and utilised for the entrepreneurship community to avoid risk assessment.

In SWOT Analysis:

“S” Stands for Strengths

“W” Stands for Weakness

“O” Stands for Opportunities

“T” Stands for Threats



**Figure 4.** SWOT analysis.

### Strengths:

Strengths of the event management industry in Saudi Arabia are the event vacuum, event culture and traditions, experienced event team, environment factors, government support, exhibitions and conference organizing fashion and trends, celebrations, traditional festivals, modern and technology events, workshops, technological awareness, and motivation of natives and potential for tourists for participation in a chain network of activities and events through skillful professionals team to organize the entertainment to effective use of resources in the local environment.

### Weakness:

The weaknesses of the event management industry in Saudi Arabia include insufficient budgeting resources and funding, and losing grip on the events for the long term. Saudi Arabia is starting to introduce modern events, but the expertise of the event management team is not sufficient, experienced and capable enough.

Rural areas have limited participation in fashion and global trends. Other weaknesses also matter, including staff turnover, time management, operational management, lack of training for front-line employees, crowd management inefficiencies and lack of quality for entertainment and media management.

**Opportunities:**

The event management industry in Saudi Arabia is the leading business target increasing demand and vacuum for events activities and the entertainment industry to attract new visitors and tourists, motivate the natives and engagement from Saudi Arabia and from outside to use the country's strength. Saudi Arabia has introduced and launched a new market for local and international entrepreneurship with the full support of Saudi government authorities to avail ideal opportunities for investments and business conditions. Saudi Government event management business opportunities not only generate enjoyment and enthusiasm for the local citizens and open public across the country and foreign tourists. It also creates real financial industry impact new job creation to increase gross domestic product contribution.

**Threats:**

The event management industry has many threats worldwide, such as recession, seasons events, industry rivalry, lack of resources and skills, global competition and future threats, and high-cost raw materials and performance. The event management industry has less continuity, high risk-facing, whether practical, and crises constantly threaten because not to plan long-term strategies, events, and festivals for particular events venues or locations. It is challenging for entrepreneurs and hard to survive local markets, fashion, trends and fewer predictions for future direction for event management private companies and states.

## 5. Discussions

In this research, the outcomes are evaluated in multiple categories on professional and academic grounds. These research results, including quantitative and qualitative research, applied research instruments and techniques such as interviews, surveys, observations, studies, and many other resources, were applied to evaluate the "Events Management opportunities in Saudi Arabia" through Saudi Seasons' experience for participants and business theories are used to evaluate the final results and outcomes.

This study set out to examine event management opportunities in Saudi Arabia, with particular emphasis on strategic development, operational challenges, and alignment with international best practices. The findings reveal that the event management industry in Saudi Arabia is undergoing a rapid transformation, driven largely by state-led reforms under Vision 2030, yet it remains constrained by structural, cultural, and capability-related challenges. This discussion interprets the results in relation to existing literature and highlights how the Saudi context both confirms and extends current event management theory. One of the most significant findings relates to inconsistent strategic planning practices. Although

large-scale events benefit from international consultants and imported expertise, many mid-scale and regional events exhibit weaknesses in time management, budgeting discipline, and contingency planning.

The study's findings also reinforce the relevance of the event lifecycle model (pre-event, during-event, post-event). While pre-event conceptualisation is often ambitious, post-event evaluation and knowledge transfer are frequently underutilised in Saudi Arabia. This limits organisational learning and reduces the long-term strategic value of events. The absence of systematic post-event evaluation contrasts sharply with ISO 20121 sustainability principles, which emphasise continuous improvement and stakeholder feedback loops. A recurring theme across the findings is the shortage of locally trained event management professionals. While international expertise has filled immediate gaps, long-term sustainability depends on domestic capacity building. This supports previous studies that emphasise professional certification, academic–industry collaboration, and experiential learning as cornerstones of industry maturity.

The limited application of international standards such as ISO 20121 and BS 8901 further underscores the need for professionalisation. The findings suggest that standards adoption is often symbolic rather than operational, particularly at regional and municipal levels. This gap between policy intent and operational execution represents a critical challenge for Saudi Arabia's ambition to host mega-events.

After these improvements, the event management industry in Saudi Arabia will be capable of organising mega-events. It can also be a participant and nominated in the international market to show the strength and competition opportunities on a global level. Some basic event management processes and procedures are elaborated below as a customised format summary to a brief overview. It also helps to use a checklist on the ground level, and practical practices are event vision, goals and planning, event budgeting and forecasting, fund management and financial services, artist performance and entertainment, setting the event date and picking the venue, event management marketing planning and executions, select the technology and tools, find the partners and vendors, operation management and quality control, logistics and essential services, during the event activities, event dismantling and feedback, and event evaluation and assessment.

This study contributes to event management literature in three key ways. First, it extends event lifecycle theory by contextualising it within a state-driven emerging market environment. Second, it introduces cultural adaptability as a strategic competency rather than a contextual limitation. Third, it reinforces the importance of professionalisation and standards adoption as mediating variables between policy ambition and event success. By focusing on Saudi Arabia, the study also addresses a geographical gap in event management research, which has historically been dominated by Western case studies. The findings, therefore, offer transferable insights for other emerging economies pursuing event-led development strategies.

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## 6. Implications

Research implications of the event management industry findings and outcomes are essential for theory and practice. Research implications conclude results and describe the essential outcomes for theoretical and practical after the research evaluation and final results are entirely successful. This research reviews the Saudi Arabian event management industry from many perspectives, customised and squeezed into two implications, theoretical and practical, explained below.

### 6.1. Theoretical Implications

The theoretical implications of the event management industry included in this Dissertation are social, cultural, economic, and environmental impacts. The outcomes come from and review of the international event management strategies, history, models, framework, outlines, literature, standards, best practices, analysis, benchmark, strengths, weaknesses, vacuum, policies and procedures, methodology, and many other concepts about the event management industry and opportunities. In this Dissertation, some of the new additions, ideas, and material found through the theoretical research, some of the theories already existing in academic and professional perspectives, or base of new theories, materials for new theories to improve the event management industry. The event management industry is the umbrella of the process that includes the event functions of vision, planning, budgeting, coordinating, operating, marketing, administration, communication, supervising, event dismantling, event assessment, and evaluation activities to promote the event's celebration and event organising culture. The event management industry-related theories and concepts, research, and study in this Dissertation are beneficial for new entrepreneurs, investors, Government entities, private companies, event organisers, students, and executives to have engagement with this industry. Through these theoretical implications, it moves to the event management industry perfection, improvements, control, and steps forward to the mega events and maximises profitability, satisfaction, and dignity. It also helps to evaluate the literature and academic and professional theories for conceptual recognition and authenticity of existing knowledge.

### 6.2. Practical Implications

The practical implications for the event management industry in Saudi Arabia are essential for experts and professionals to understand different event management strategies, policies, procedures, standards, and practical training and conceptual framework to compare with the traditional methods to find the different consequences through evaluation and implications to value capture mechanisms, use resources allocation, experience, and best practices. The event organiser's practical implications are on-ground event management experience and practice through organising a chain of events by the Saudi Government. Saudi Seasons is the symbol of practical implications to evaluate the market vacuum, demand, and requirements to be fulfilled by the Saudi Government, and almost succeeded in their aims

and objectives through the implementation of international best practices, event management standards, top work mechanisms, and high-level quality of entertainment to follow the global trends and fashion. Event participants also show interest and response to these events and appreciate the government's arrangements.

The event management industry depends on the event, size, type, and nature, so many event standards and procedures are not applied to each event. This Dissertation has limited research on the event management industry related to the Saudi Government and represents a particular situation for the last decade in Saudi Arabia. The primary focus of this study is the social, cultural, economic, and environmental processes that measure and analyse the quality of entertainment, event content, and specific opinions. This research dynamic about the event management industry in Saudi Arabia is represented by the initial level of struggle and early experiments to move forward the industry growth and development. This research is limited to middle east culture and a particular audience.

## **7. Conclusion**

Event management opportunities in Saudi Arabia have outstanding research and excellent experience to understand Saudi Arabia's current vision of the event management industry's future direction and strategic planning in the short and long term. There are also opportunities to research and study event management industry literature, standards, and past, current, and future reflections to create a conceptual and theoretical framework for the industry. This research increases academic knowledge and professional outcomes for the students, mentors, and business community to get the opportunities to learn and implement modern technology, fashion, and entertainment trends in the event management field. The event management industry in Saudi Arabia fulfils the gaps and flaws in organising events inside the country and inspires the audience and participants.

In this research, it has been straightforward to understand the event study background and history, event management standards and principles, rules and regulations, operation and organisational work mechanisms, the industry benchmark, and implementation to the broad introduction about the event management industry opportunities within the Kingdom of Saudi Arabia. The event management industry aims to organise and promote social, cultural, economic and environmental achievements. Saudi Seasons are a chance to learn about events, strategic planning, business environments and operational activities step by step and implement them through the Saudi Government and legal support. The conclusion of this Article report consists of five major categories: social conclusion, cultural conclusion, economic conclusion, environmental conclusion and general conclusion.

Saudi Season was the first experiment for the Saudi Government and the participants to celebrate the season activities in different cities and maintain healthy lifestyles. It was very successful, and residents participated with excitement and

passion for appreciating the Government's steps and efforts, and after that success and triumph, the Saudi Government decided to organise it every year with full enthusiasm. Each type, professional, age, sex, class, and nation is trying to participate in these events, especially the young generation. Social events always have the potential to change socialisation in society and communities according to the interest, to create pleasurable and enjoyable expects and experiences for event participants, to provide opportunities that have a massive impact as a positive change on people's long-term behaviour. The participants first saw different entertainment never seen in Saudi Arabia, such as music concerts, including top-level singers from America, Europe, Arab, Indian and other countries. There are also first-time introductions to the musical bands and orchestras to entertain in multiple shows and events. Many sports and games events are organised to entertain youngsters and women. These sports competitions are the national level football tournaments, car racing Formula E, cycling, and other games organised at the government and private levels.

The Saudi Arabian economy primarily depends on oil; the oil price always fluctuates, and pressures have developed on the Saudi Government. The Saudi Government is facing issues in managing mega projects and annual budget expenditures. According to the Saudi Government's Vision 2030, the economic dependency is no more than the oil industry. It will convert to different service factors, one of which is hosting business, corporate, social, and cultural events. There are different economic perspective potential in the events management industries in Saudi Arabia, generating revenue for governments and the private sector. The economic advantages of these events are supported by the country's local industry and foreign businesses. Saudi Arabia also concentrates on foreign investors and event management companies through business encouragements and event activities. These business and corporate events include exhibitions, meetings, conferences, expos, and conventions, contributing to the local events networks and business developments. The event management industry is connected with many other industries to provide new job opportunities and services to engage a considerable population.

Events, festivals, exhibitions, adventure, and entertainment seasons impact significant changes in the country's environment to set a future direction, and current circumstances activities reduce the stress and depression of residents. There are many events in Saudi Arabia, and their impacts on the environment are positive and healthy for people's lifestyles. The media attention, building up events culture, heritage promotion, social activities, entertainment seasons, and contribution availability opportunities indicate Saudi leadership skills have huge impacts on Saudi Arabian environments through implementing event management standards and best practices. The Saudi Government organised large-scale festivals, international events, and activities with media attention to entertain the participants and audience to change the overall country climate and turn to global issues. Events play an important role in discovering new ideas and innovations,

inspiring and promoting an environment to create an events culture and sustainability awareness in Saudi Arabia. It creates an exceptional environment inside the country, including nature, volumes, infrastructure, and event operations management responsible with the help of local authorities and event organizations for spectators.

The present article is clear to understand that every society and community has a cultural background and celebration to fulfil their needs for residents, religious purposes, traditions and customs, mental health, proud monuments, quality of life, global identification, interests and hobbies and economic developments. This Article's conclusion of the event management industry in Saudi Arabia's modern potential of events and competitions in the Arab countries to increase tourism development and religious purposes, according to the modern vision 2030, directly impacts the Saudi economy growth, job creation, upgrading modern infrastructure, branding and sets the future direction of the country. The main goals and objectives of event management industry opportunities in Saudi Arabia are to highlight and promote the unique characteristics of trade fairs and create an efficient platform for working professionals globally to be part of the journey. The strategic goals and objectives of the Event management opportunities in Saudi Arabia are the development of social, cultural, environmental and economic activities to become a liberal nation and emerge as a giant player in tourist destinations in the Arab world.

### Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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