THE CHALLENGES OF MANAGING STAKEHOLDERS IN MULTIPLE TYPES OF EVENT MANAGEMENT PROJECTS

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ABSTRACT

Good stakeholder management is crucial as stakeholder is one of the critical factors to determine project success. However, there is a rapid development of event management projects in Selangor and caused project manager has to handling multiple types of event management project simultaneously. Hence, challenges of managing stakeholders have occurred when project manager is handling multiple types of event management projects. The purpose of this study is to identify and rank the challenges of managing stakeholders in multiple types of event management projects. There were 32 questionnaires had been collected from event management companies in Selangor. The data was analysed by using SPSS 20 and mean value was used to rank the challenges. There were 4 major challenges been identified which were inability to identify stakeholder's expectations and needs, poor communication, poor identification of stakeholders and inability to deliver project on time. After analysed the data, the biggest challenge of managing stakeholders when project manager is handling multiple types of event management project was poor communication.

INTRODUCTION

- Reporting structure to stakeholders become inconsistent when project manager handling multiple types of event management projects concurrently.
- Difficulty to sustain a balance between projects because different phases of project life cycle may be pursued at the same time.
- Hence, the question arise: what are the challenges of managing stakeholders in multiple types of event management projects?
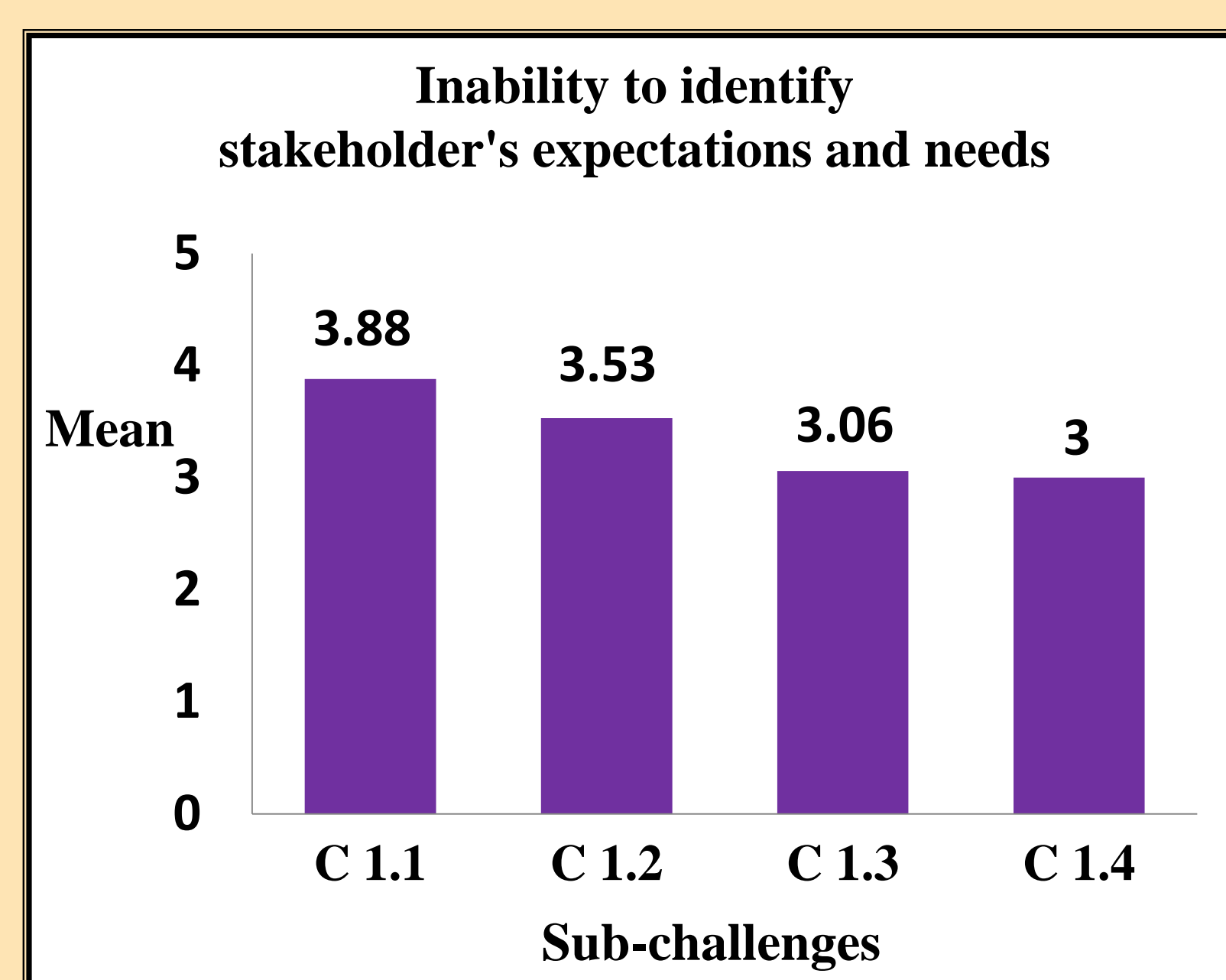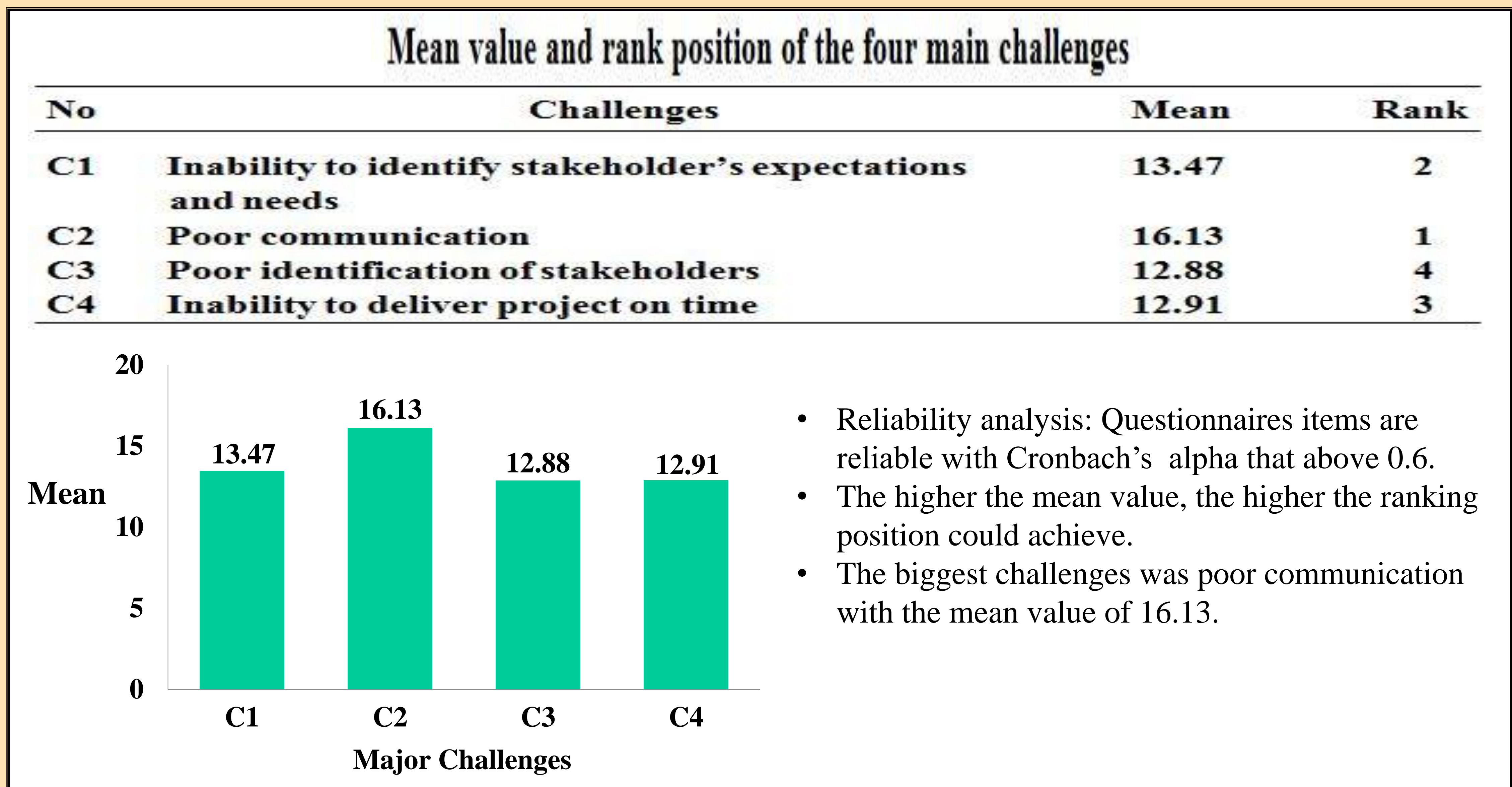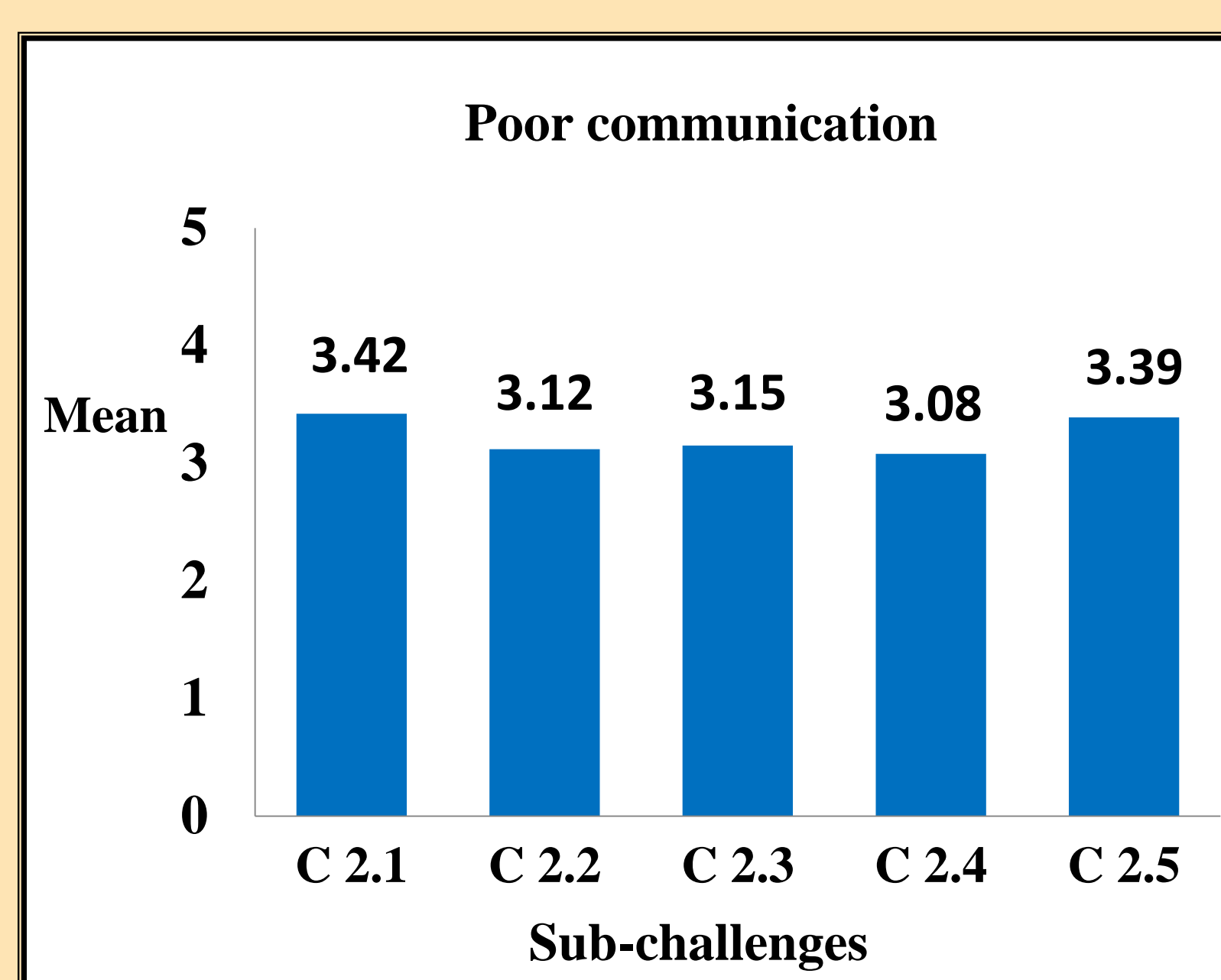
OBJECTIVES

- To identify the challenges of managing stakeholders in multiple types of event management projects.
- To rank the challenges of managing stakeholders in multiple types of event management projects.
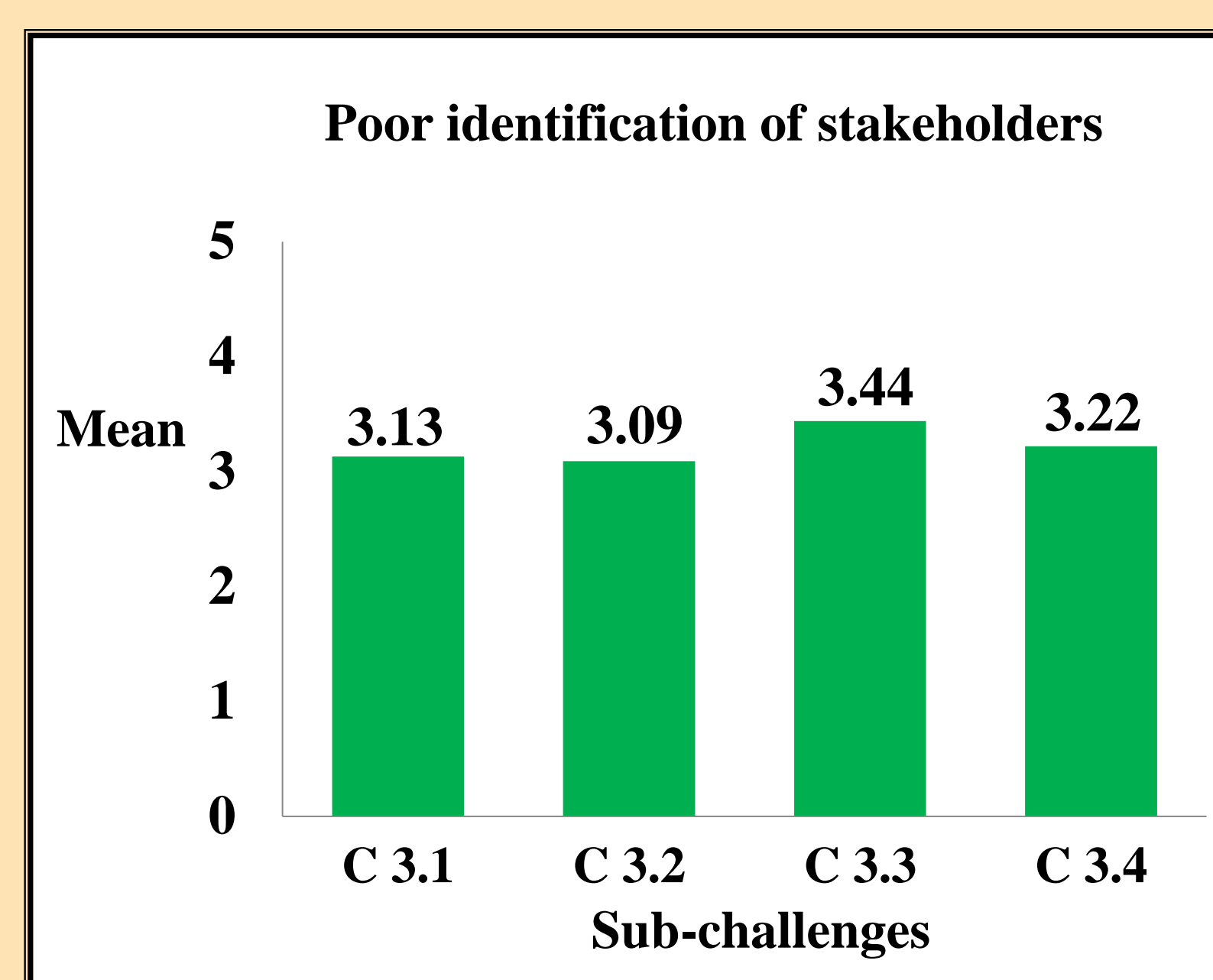
METHODS

Data Collection Method	• Questionnaire • Email • Hand-in
Sampling Method	• Population=68, Sample=57 (Krejcie & MorganTable)
Targeted Respondent	• Event management company • Project manager
Data Analysis	• SPSS 20: Descriptive, Reliability, Mean value

RESULTS

Mean value and rank position of the four main challenges

No	Challenges	Mean	Rank
C1	Inability to identify stakeholder's expectations and needs	13.47	2
C2	Poor communication	16.13	1
C3	Poor identification of stakeholders	12.88	4
C4	Inability to deliver project on time	12.91	3

Major Challenges: C1 = 13.47, C2 = 16.13, C3 = 12.88, C4 = 12.91

- Reliability analysis: Questionnaires items are reliable with Cronbach's alpha that above 0.6.
- The higher the mean value, the higher the ranking position could achieve.
- The biggest challenges was poor communication with the mean value of 16.13.

Inability to identify stakeholder's expectations and needs
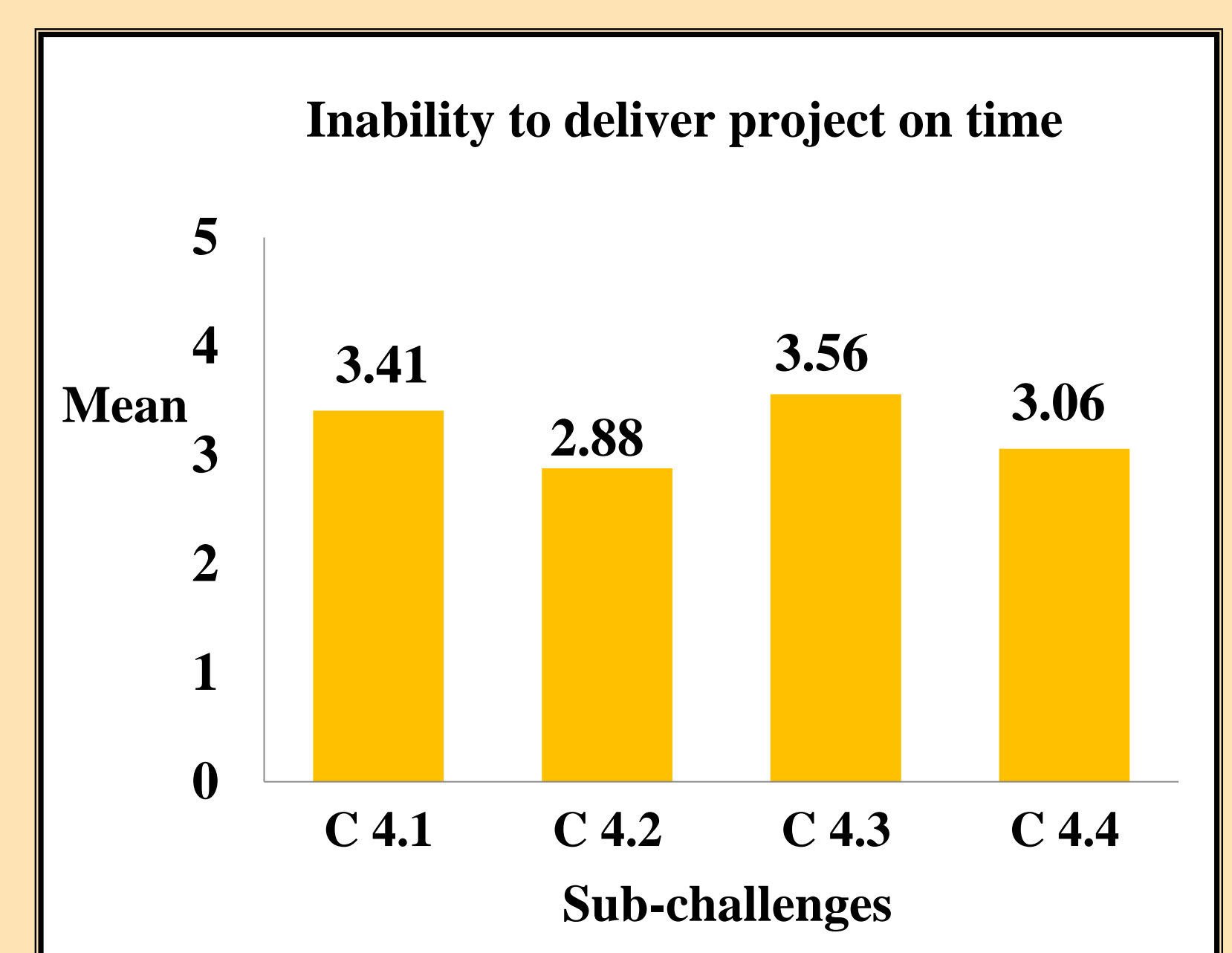
C 1.1 = 3.88, C 1.2 = 3.53, C 1.3 = 3.06, C 1.4 = 3

C 1.1: Stakeholder's expectations and needs are always changing

C 1.2: Lack of interaction or communication with stakeholders

C 1.3: Closed and dishonesty communication with stakeholders

C 1.4: Do not record relevant information of the identified stakeholders which the record allows you to fathom the level of interest and expectations of stakeholders on a project

Poor communication

C 2.1 = 3.42, C 2.2 = 3.12, C 2.3 = 3.15, C 2.4 = 3.08, C 2.5 = 3.39

C 2.1: Insufficient of time to engage with stakeholders

C 2.2: Poor communication plan

C 2.3: Less updating information and follows up with stakeholders

C 2.4: Lack of commitment from stakeholders

C 2.5 : Limited or slow feedback from stakeholders

Poor identification of stakeholders

C 3.1 = 3.13, C 3.2 = 3.09, C 3.3 = 3.44, C 3.4 = 3.22

C 3.1: Do not fully utilize stakeholder register

C 3.2: Less updating stakeholder register from time to time

C 3.3: Insufficient project document to support in identification process

C 3.4: Do not have specific methods or tools to identify stakeholders

Inability to deliver project on time

C 4.1 = 3.41, C 4.2 = 2.88, C 4.3 = 3.56, C 4.4 = 3.06

C 4.1: Low degree of effectiveness and frequency of communication with all stakeholders

C 4.2: Pay greater attention on major event project than minor event project, at the end caused minor event project delayed

C 4.3: Limited feedback from stakeholder

C 4.4: Busying lots of tasks at the same time

CONCLUSIONS AND RECOMMENDATION

- The first ranking position in this study was the challenge of poor communication with the mean value of 16.13. The second ranking position was inability identify stakeholder's expectations and needs, 13.47. The third ranking position was inability to deliver project on time, 12.91. The poor identification of stakeholders was the last place in this study with the mean, 12.88.
- There were two research limitations in this study, which the unstandardized size of the population as some event management companies do not registered in the Business List Directory. Secondly, limited amount of variables contents show in this study.
- There were two research recommendations for this study. Firstly, the research topic can be studied in other field such as construction. Secondly, phone call as data collection method for collect the data.