



doi 10.5281/zenodo.14720939

Vol. 08 Issue 01 Jan - 2025

Manuscript ID: #1736

Effectiveness of the city events, protocol, and public information office events management of LGU Naga

Reymund De Leon Antonio, Kevi Emmanuel Basa, Robin Carlos Bernal,
Ariel A. Medenilla, Mark Nonnie Rull, Joan SD Valencia

Corresponding author: ayeemedenilla09@gmail.com

Abstract:

This study aims to develop an enhanced events management framework for the City Events, Protocol, and Public Information Office (CEPPIO) of Naga City to optimize the efficiency and effectiveness of managing public events. Utilizing a descriptive-correlational research design, the study gathered data from 42 respondents, comprising CEPPIO staff and stakeholders involved in event planning and management. It examines the existing practices and challenges in CEPPIO's event management processes and their impact on operational success. Specifically, the study investigates four key areas: planning, coordination, implementation, and post-event evaluation, identifying the best practices currently employed. It also explores the logistical, financial, technological, and organizational challenges CEPPIO faces and analyses the relationship between the effectiveness of its events management practices and these challenges. Findings highlight the strengths of CEPPIO's current practices, such as strategic coordination and structured planning, while also revealing critical barriers, including limited technological resources and logistical constraints. The study establishes a weak to no correlation between the effectiveness of CEPPIO's practices and the challenges encountered, underscoring the need for targeted improvements. Based on these insights, the proposed framework introduces actionable recommendations, including clarifying role assignments, enhancing staff capacity, strengthening coordination, and investing in modern communication tools. These recommendations aim to create a more adaptive and responsive event management process, ultimately enhancing public event outcomes for Naga City.

Keywords:

Events Management, Public Events, City Protocol, Event Planning, Operational Efficiency, Stakeholder Engagement, Logistical Challenges, Technological Resources, Coordination Strategies, Enhanced Framework.

How to cite: Antonio, R. D. L., Basa, K. E., Bernal, R. C., Medenilla, A. A., Rull, M. N., & Valencia, J. S. (2025). Effectiveness of the city events, protocol, and public information office events management of LGU Naga. *GPH-International Journal of Business Management*, 8(01), 422-464. <https://doi.org/10.5281/zenodo.14720939>



This work is licensed under Creative Commons Attribution 4.0 License.

INTRODUCTION

Events management plays a crucial role in public engagement and community development globally, as it helps enhance social cohesion and promotes local economies. Events management is instrumental in urban regeneration and boosting cultural identity, particularly through festivals and community gatherings (Derrett, 2020). The globalization of events management practices has led to more structured approaches that integrate technology and innovation, optimizing communication and organizational processes (Getz & Page, 2020). In the global scale, municipalities have increasingly realized the need to develop professional event management systems that ensure effective coordination and delivery, thus creating a positive image for cities and attracting tourism and investment (Mair, 2021).

Events management has become a pivotal industry globally, playing a significant role in fostering cultural exchange, tourism, and economic growth. In the United States, the events industry is characterized by its large- scale, technologically advanced, and highly organized approach, catering to corporate, entertainment, and cultural events. According to Statista, the U.S. events industry generated billions of dollars annually, driven by innovation, sustainability, and stakeholder engagement. Similarly, in the Asia-Pacific region, events management has witnessed exponential growth, fuelled by the region's rich cultural heritage and increasing demand for business and leisure events. Countries such as Singapore, Japan, and the Philippines have positioned themselves as hubs for international conferences and cultural festivals, blending traditional practices with cutting-edge technologies to create immersive experiences. Despite its growth, events management in both regions faces challenges related to resource allocation, technological integration, and sustainability, necessitating the development of frameworks tailored to diverse cultural and organizational contexts.

In similar trend, events management in the country has evolved significantly, with cities and municipalities prioritizing organized public events to foster civic participation and local tourism (Martinez & De Guzman, 2020). The Department of Tourism (DOT) emphasizes the importance of public and cultural events in showcasing the country's heritage and driving economic activity (Philippine Department of Tourism, 2021). Recent national policies also advocate for more systematic approaches to events management, such as the incorporation of digital tools and streamlined protocols, to ensure that local governments are equipped to handle both small- and large-scale events efficiently (Salud & Morales, 2021). These developments highlight the importance of professional management practices in public events at the national level.

Naga City has emerged as a model city in promoting well-organized public events, largely due to the efforts of its City Events, Protocol, and Public Information Office (CEPPIO). CEPPIO was created under City Ordinance 2014-002 with the task of delivering to the public all relevant information about the LGU's multi- faceted official functions and duties, including the handling and managing of different events and official functions, and public information and dissemination services. In 2017, it was merged with two other offices,

the hyperactive CEPPIO has been transformed into a full-fledged department of the city government here to make frontline services, programs, official events, and other activities more open and accessible to the public. Tasked with overseeing and coordinating major public events, CEPPIO plays a central role in ensuring smooth and seamless event execution, fostering Naga City's reputation as a cultural and tourism hub. The CEPPIO of Naga City manages a wide range of events, from large-scale city-wide celebrations to smaller, community-focused activities. Major annual events include the Peñafrancia Festival, a month-long religious and cultural celebration attracting thousands of pilgrims and visitors, and the Charter Anniversary, commemorating the city's founding. Regularly occurring events include quarterly sectoral consultations, civic parades, and cultural shows, which engage diverse community groups and stakeholders. CEPPIO also oversees smaller, almost daily activities such as flag-raising ceremonies, press briefings, and routine public information campaigns, which ensure continuous engagement with the public. These varied events, managed on different schedules, highlight CEPPIO's dynamic and multifaceted approach to event management, requiring a balance of strategic planning and operational flexibility.

The existing events management practices at the CEPPIO of Naga City faced a range of challenges that affect their overall efficiency and effectiveness. Logistical challenges, such as managing large crowds, coordinating multiple venues, and handling transportation issues, are persistent. Financial constraints also limit CEPPIO's capacity to implement ideal setups, often resulting in restricted access to advanced technological tools needed for real-time monitoring and communication. Organizational difficulties, such as role ambiguity and gaps in inter-departmental coordination, add further complexity to managing events smoothly and effectively. Additionally, technological limitations hinder efficient information dissemination and real-time response capabilities, while rapid changes in public health and safety protocols require constant adaptation. Collectively, these challenges make it difficult for CEPPIO to maintain seamless event execution and meet the high expectations of the public and stakeholders. This role is crucial, as it helps streamline event logistics, enhance the visitor experience, and uphold the city's image as a vibrant, well-managed destination. CEPPIO's work not only supports tourism but also strengthens community identity and pride, making Naga City a benchmark for other cities aiming to foster cultural and civic engagement through public events. Through effective planning, coordination, and collaboration with various government agencies and private sector partners, CEPPIO has established itself as a leader in event management, reflecting positively on Naga City's capacity to host large-scale, well-organized events (Reyes & Bautista, 2020). By maintaining a high level of communication and protocol adherence, CEPPIO has bolstered Naga City's public image, contributing to a sense of civic pride and community cohesion (Santiago, 2021).

This study was significant because it sought to assess the effectiveness of CEPPIO's event management practices, which is crucial for improving the organization and execution of future events in Naga City. The findings have directly benefitted the CEPPIO as well as the local government unit of Naga City and also, the event organizers, and the general public, by providing data-driven insights that helped improve strategies for handling public events. It

also served as a benchmark for other municipalities looking to enhance their own events management capabilities, thereby fostering a more organized and engaging public sphere.

The rationale for conducting this study is to fill the gap in existing literature regarding the operational effectiveness of city-led events management offices, particularly at the local government level. Despite the importance of public events for cultural promotion and tourism, few studies have focused on how local government offices, such as CEPPIO, manage these events and the challenges they face. Understanding the strengths and weaknesses of CEPPIO's operations will provide valuable feedback to improve event planning and execution, ultimately contributing to better governance and public service in Naga City.

Research Questions

This study aimed to develop an enhanced events management framework for the City Events, Protocol, and Public Information Office (CEPPIO) of Naga City to improve the efficiency and effectiveness of managing public events.

Specifically, it sought to answer the following questions:

1. What were the existing best practices of CEPPIO events management approach along with planning, coordination, implementation, and post-event evaluation processes?
2. What challenges did CEPPIO face in managing public events, specifically concerning logistical, financial, technological, and organizational aspects?
3. What was the relationship between the effectiveness of CEPPIO's events management practices and the challenges encountered in managing events?
4. What recommendations should be included in the proposed enhanced events management framework to better support CEPPIO's operations and improve public event outcomes in Naga City?

Theoretical Paradigm

This study on the Development of Enhanced Events Management Framework for Naga City were anchored on three relevant theories: Systems Theory of Event Management, Stakeholder Theory, and the Resource-Based View (RBV).

The Systems Theory of Event Management viewed events as complex systems with interrelated components that must function harmoniously for successful outcomes (Getz & Page, 2020). This theory suggested that effective event management requires the coordination of multiple elements such as planning, logistics, and stakeholder engagement, all of which need to work together for smooth event execution. In relation to this study, CEPPIO's event management process was understood as a system, where each aspect - logistics, technology, and coordination—interacts to produce a successful public event. By applying Systems

Theory, the research evaluated how these components are aligned within CEPPIO and assessed their collective impact on the effectiveness of managing public events in Naga City.

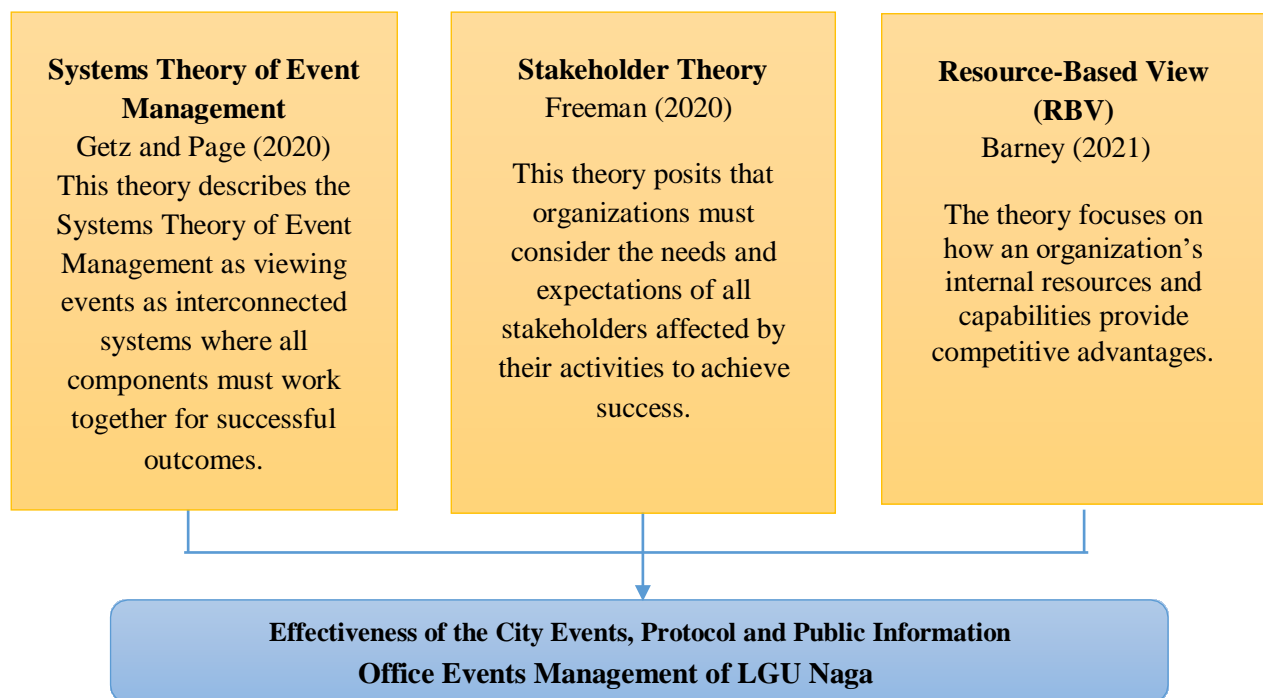


Figure 1. Theoretical Paradigm

The study emphasized the interconnectedness and interdependence of various components within event management. According to this theory, effective event management was achieved through the seamless interaction of subsystems such as planning, logistics, coordination, implementation, and post-event evaluation. The study's focus on evaluating CEPPIO's processes, identifying challenges, and proposing an enhanced framework reflected the application of this theory, as it sought to optimize each subsystem and their integration. By analyzing how logistical, financial, technological, and organizational challenges impact overall effectiveness, the study underscored the importance of a holistic, systems-oriented approach in enhancing CEPPIO's capability to manage public events efficiently and sustainably.

The Stakeholder Theory emphasized that organizations must consider the needs and expectations of all parties affected by their operations (Freeman, 2020). In the context of event management, this meant taking into account the perspectives of all key stakeholders, including employees, event participants, local government units, and the community. For CEPPIO, the effectiveness of their events depended largely on how well they manage relationships and communication with these stakeholders. This study used Stakeholder Theory to examine the coordination mechanisms employed by CEPPIO, as well as the impact of stakeholder interactions on the successful execution of public events.

Understanding these dynamics is crucial for identifying challenges and improving event management strategies.

The study aligned with Freeman's Stakeholder Theory (2020), which posits that organizations must identify, engage, and manage relationships with all stakeholders to achieve success. Public events inherently involved multiple stakeholders, including local government units, event attendees, sponsors, suppliers, and the broader community. This study evaluated how CEPPIO addresses stakeholder needs through its planning, coordination, implementation, and evaluation processes, emphasizing the importance of effective communication, collaboration, and responsiveness. By identifying challenges such as logistical and organizational issues that may hinder stakeholder satisfaction, the research highlighted the critical role of stakeholder management in ensuring successful event outcomes. The proposed framework directly incorporated stakeholder engagement principles, aiming to align CEPPIO's strategies with the diverse interests of its stakeholders, fostering trust, efficiency, and long-term community impact.

The Resource-Based View (RBV) posited that an organization's internal resources and capabilities are critical in achieving and sustaining competitive advantages (Barney, 2021). In the case of CEPPIO, the effectiveness of its events management hinged on the capabilities, as well as the technological and logistical resources available to them. This theory was relevant to the study as it will explore how CEPPIO's internal resources—such as staff expertise, event planning systems, and financial resources—affect its ability to manage public events. By applying RBV, the study identified which resources need to be enhanced to improve the overall efficiency and success of CEPPIO's events management practices.

The study on the effectiveness of events management of the City Events, Protocol, and Public Information Office (CEPPIO) of Naga City aligns with Barney's Resource-Based View (RBV) Theory (2021), which asserted that an organization's competitive advantage depends on the strategic utilization of valuable, rare, inimitable, and non-substitutable resources. CEPPIO's effectiveness in managing public events hinged on its ability to leverage its internal resources—such as its organizational skills, technological tools, financial assets, and operational expertise—to address logistical, financial, technological, and organizational challenges. The study examined how these resources contribute to the planning, coordination, implementation, and evaluation of public events and identifies gaps that may limit their potential. By proposing an enhanced framework, the study supported CEPPIO in optimizing its resource allocation and capabilities, ensured that its unique strengths were fully harnessed to improve event outcomes and sustain a competitive edge in delivering public service excellence.

Conceptual Paradigm

The conceptual framework for this study outlines the critical components and relationships needed to develop an enhanced events management framework for the City Events, Protocol, and Public Information Office (CEPPIO) of Naga City. Public events play a

central role in fostering community engagement, boosting tourism, and promoting local culture. However, ensuring these events run efficiently and effectively requires a robust management approach that can adapt to various logistical, financial, technological, and organizational challenges.

By examining CEPPIO's current practices and challenges, this study seeks to provide insights that will inform the creation of a more effective framework tailored to the specific needs of Naga City's events management operations.

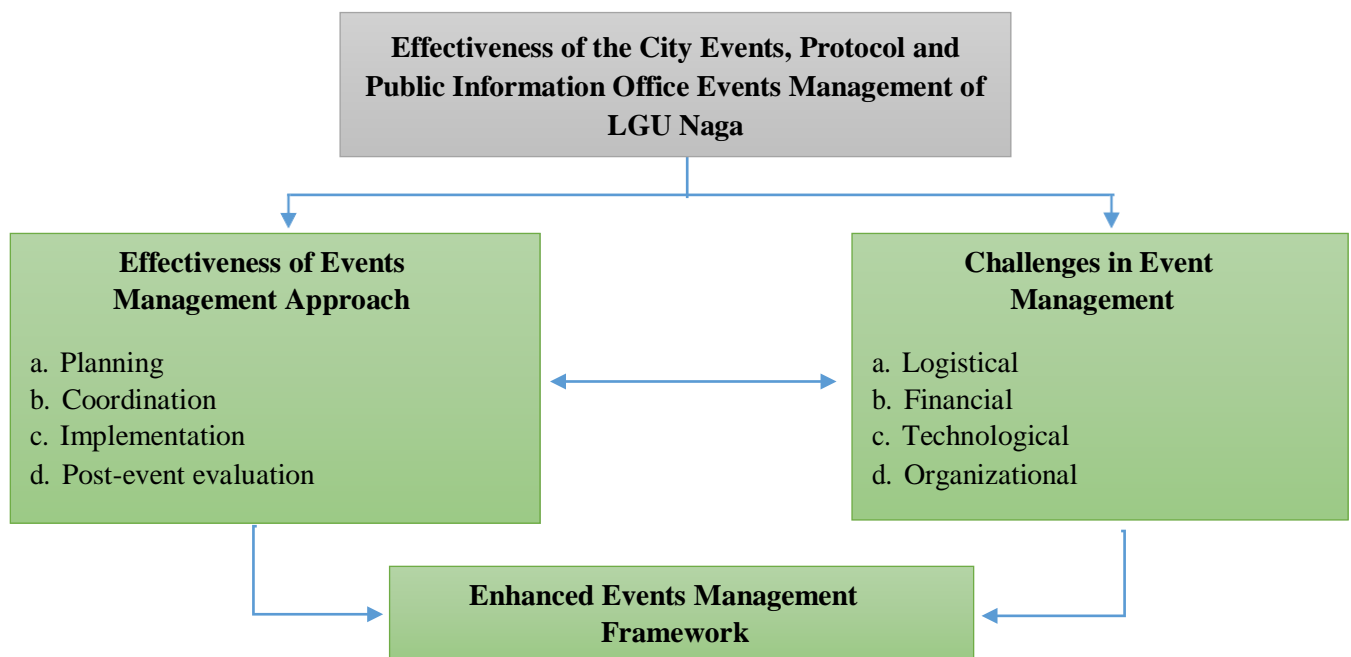


Figure 2. Conceptual Paradigm

The study addresses four main research questions, focusing first on evaluating the effectiveness of CEPPIO's current events management approach in the areas of planning, coordination, implementation, and post- event evaluation. Secondly, it identifies the logistical, financial, technological, and organizational challenges that CEPPIO encounters in managing public events. The third objective explores the relationship between the effectiveness of CEPPIO's management practices and these identified challenges. Finally, the study aims to recommend practical strategies that will support the development of an enhanced events management framework, improving CEPPIO's capacity to deliver successful public events and reinforcing Naga City's position as a hub of cultural and community engagement.

Literature Review

The effectiveness of event management was fundamentally linked to the strategic approaches and competencies applied throughout the process. According to Getz and Page (2020), organizations with experience in event planning were generally better equipped to

navigate complex logistical and organizational tasks. Similarly, Davidson and Rogers (2019) noted that a structured and professional approach to event management enabled organizations to manage stakeholder expectations and respond to unforeseen challenges effectively. Robbins and Judge (2018) emphasized the importance of leadership and decision-making skills within event management teams, which significantly influenced the success of large-scale public events. Derrett (2020) highlighted that cultural competence and local knowledge played a crucial role in managing community events, fostering greater engagement and cohesion. Additionally, Kelly (2017) stressed that a diverse skill set—including communication, technical, and crisis management capabilities—was essential for addressing the varied phases of event execution.

Effective event management relied on a well-rounded approach that encompassed detailed planning, coordination, implementation, and post-event evaluation. Getz (2019) underscored the importance of structured planning frameworks that provided clear goal-setting and task assignment. Mair (2021) explained that effective coordination with multiple stakeholders ensured that logistical and operational aspects ran smoothly. Yeoman, Robertson, and Ali-Knight (2020) emphasized the necessity of contingency plans and risk management strategies during the implementation phase, particularly for large-scale events. Additionally, Bowdin, Allen, O'Toole, Harris, and McDonnell (2020) pointed out that post-event evaluations were critical for assessing outcomes, identifying areas for improvement, and ensuring accountability. Tarlow (2018) suggested that incorporating sustainability and inclusivity into event planning enhanced the long-term impact of public events.

Public event management also presented challenges in logistical, financial, technological, and organizational areas. Tassiopoulos (2019) noted that logistical difficulties, such as crowd control and transportation, significantly hindered smooth event execution. Financial constraints, as Shone and Parry (2020) argued, limited the scope and quality of events due to funding shortages. Technological limitations, as discussed by Buhalis and Foerste (2019), impeded real-time communication, coordination, and event monitoring, reducing efficiency. Additionally, Davidson and Rogers (2019) pointed out those organizational challenges, such as unclear roles and responsibilities, led to miscommunication and ineffective execution. Reed and Martin (2020) added that managing public expectations and maintaining safety standards further complicated event management.

Studies showed a strong link between event management effectiveness and the challenges encountered. Getz and Page (2020) found that experience in event management generally enabled better handling of unexpected issues, leveraging insights from past events. Davidson and Rogers (2019) concluded that training in event management helped address financial and logistical challenges more efficiently. Mair (2021) highlighted that advanced communication skills were vital for managing organizational challenges, facilitating effective coordination with stakeholders. Tassiopoulos (2019) underscored the importance of crisis management skills, as experienced personnel were better prepared to mitigate risks and address emergencies. Derrett (2020) suggested that cultural competence aided in engaging

local communities, addressing inclusivity, and improving public participation, essential elements in public event management.

Developing policy recommendations to enhance CEPPIO's effectiveness involved exploring best practices and governance frameworks. Getz (2019) supported formalized training programs to improve staff readiness and responsiveness. Davidson and Rogers (2019) advocated for incorporating advanced technology to enhance real-time communication and coordination, which would improve event responsiveness. Tassiopoulos (2019) highlighted the importance of increased financial support and rigorous budget oversight to alleviate financial constraints common in public event management. Bowdin et al. (2020) emphasized the need for clear policy guidelines defining team roles and responsibilities to reduce ambiguity and improve organizational efficiency. Finally, Mair (2021) suggested embedding principles of sustainability and community engagement into event management policies to ensure events contributed positively to Naga City's economy and cultural environment. These recommendations formed the foundation of an enhanced framework designed to support CEPPIO's operations and improve public event outcomes.

While there was significant research on event management practices, experience, and the challenges associated with public event organization (Getz & Page, 2020; Davidson & Rogers, 2019; Tassiopoulos, 2019), a gap remained in understanding the unique requirements of locally managed events in smaller city contexts like Naga City. Most studies focused on large-scale, high-budget, or international events (Derrett, 2020; Mair, 2021) and offered limited insights into the specific needs of local government-managed offices like CEPPIO. Such offices often operated with resource constraints and in culturally significant settings, necessitating tailored frameworks that met their unique operational needs. Additionally, current research did not sufficiently explore the relationship between event management practices and the specific challenges faced in smaller, local contexts. This study sought to address these gaps by examining CEPPIO's event management practices within Naga

City, focusing on evaluating current approaches, identifying challenges, and developing policy recommendations. In doing so, the study provided valuable insights for local governments, particularly in smaller cities, to strengthen event management capabilities, align practices with community needs, and build more effective, sustainable frameworks. This research not only added depth to the limited literature on local event management but also provided a practical, enhanced framework aimed at supporting CEPPIO's mission to promote cultural pride and improve public event management in Naga City.

METHODS

This study adopted a descriptive-correlational design with a mixed-methods approach to assess the effectiveness of events management practices at the City Events, Protocol, and Public Information Office (CEPPIO) of Naga City. The descriptive-correlational design was appropriate as it facilitated the detailed examination of CEPPIO's practices while identifying relationships between variables such as the effectiveness of event management processes and

the challenges encountered. By combining descriptive analysis with correlational insights, the study uncovered significant patterns and associations, providing a comprehensive understanding of CEPPIO's operations. This design aligned with the study's aim to develop an enhanced events management framework, as it ensured that recommendations were grounded in a robust analysis of both quantitative and qualitative data.

Data collection involved a mixed-methods approach to capture both quantitative and qualitative perspectives. For the quantitative component, structured questionnaires were administered to all 42 CEPPIO personnel to gather data on event management practices, including planning, coordination, implementation, and post-event evaluation, as well as challenges in logistical, financial, technological, and organizational areas. For the qualitative component, open-ended survey questions were utilized to collect in-depth insights into the experiences, perceptions, and specific challenges faced by personnel. This two-pronged approach ensured a comprehensive dataset, blending numerical trends with contextual nuances to holistically evaluate CEPPIO's event management practices.

The analysis utilized statistical and thematic techniques to process and interpret the data effectively. For the quantitative aspect, Weighted Mean and Rank were used to evaluate the effectiveness of CEPPIO's event management practices, while Pearson's correlation coefficient (Pearson-R) examined the relationship between management effectiveness and the challenges faced. The qualitative data was analyzed using thematic analysis to identify recurring patterns and themes, providing deeper insights into the operational dynamics and challenges of CEPPIO. The combined quantitative and qualitative findings were synthesized to inform recommendations for an enhanced events management framework.

The participants of this study consisted of all 42 personnel of the City Events, Protocol, and Public Information Office (CEPPIO) of Naga City. This complete enumeration approach ensured that the data reflected the collective insights and experiences of the entire team, providing a comprehensive understanding of CEPPIO's events management practices. Participants were chosen based on their direct involvement in event planning, coordination, implementation, or post-event evaluation, ensuring their ability to provide relevant and accurate information regarding CEPPIO's operations. The study employed a census sampling technique, as the manageable population size allowed for the inclusion of all personnel, ensuring that no key perspectives were omitted. The structured questionnaire focused on assessing the effectiveness of CEPPIO's event management practices and the challenges encountered, which contributed to robust statistical and thematic analyses that informed the development of an enhanced events management framework.

RESULTS AND DISCUSSION

Profile of CEPPIO Employees

Table 1. Profiling of CEPPIO employees

Profile	F	%	RANK
Age Bracket			
21 - 30	16	38	1
31 - 40	12	29	2
41 - 50	8	19	3
Mote than 51 yrs old	6	14	4
Total	42	100	
Gender			
Male	30	71	1
Female	12	29	2
Total	42	100	
Employment			
Casual	19	45	2
COS/JO	20	48	1
Permanent	3	7	3
Total	42	100	
Division			
Administrative	10	24	1.5
Logistics	8	19	3
Digital Communication	6	14	4
News and Publication	10	24	1.5
Events Commemoration	4	10	5.5
Cultural Affairs & Arts	4	10	5.5
Total	42	100	

In Table 1, the profile of CEPPIO employees highlighted significant demographic and organizational characteristics, revealing key insights into the workforce composition. In terms of age, the majority of employees fell within the 21–30 age bracket (38%), indicating a youthful workforce, while the smallest group was over 51 years old (14%), reflecting a smaller representation of older employees. Regarding gender, male employees dominated at 71%, with females making up only 29%. For employment status, most employees were either Contract of Service (COS) or Job Order (JO) workers (48%), followed closely by casual employees (45%), whereas permanent employees represented the smallest group at only 7%. Lastly, the division analysis showed that the Administrative and News and Publication Divisions shared the highest proportion of employees (24% each), while the Cultural Affairs & Arts and Events Commemoration Divisions had the least representation, each accounting for only 10% of the workforce. These findings suggested a predominantly young, male, and contract- based workforce, with uneven distribution across divisions.

The profiling of CEPPIO employees indicated a predominantly young and male workforce, which suggested that CEPPIO had a relatively youthful team that might bring energy and adaptability to event management tasks, but the gender imbalance could indicate potential gaps in diversity. In terms of employment status, a significant portion of the workforce was composed of COS/JO and casual employees, with only 7% being permanent, which might have impacted job security and long-term organizational stability. Division-wise, the highest concentration of employees was in the Administrative and News and Publication Divisions, while the Cultural Affairs & Arts and Events Commemoration Divisions had the least representation, which could have suggested areas that might be understaffed or under-resourced relative to their functions. These patterns provided insights into workforce strengths and potential challenges for CEPPIO in achieving its objectives effectively.

The results of the profiling of CEPPIO employees aligned with the insights presented by Getz and Page (2020) in their discussion on the evolving dynamics of event tourism and the need for adaptable, resourceful teams. The youthful and predominantly male composition of CEPPIO's workforce reflected the increasing emphasis on innovation and adaptability in event management, which Getz and Page suggested was crucial for responding to the changing demands of the event tourism industry. The high proportion of contractual and temporary employees could have indicated a flexible but potentially less stable workforce, which was a challenge noted by the authors in the context of organizations that managed large-scale events. Moreover, the uneven distribution of staff across divisions, with some areas understaffed, mirrored the resource allocation challenges discussed by Getz and Page, who highlighted the importance of effective human resource management to ensure the success and sustainability of event operations. These patterns suggested that while CEPPIO might have possessed the energy and flexibility highlighted by Getz and Page, it also faced potential obstacles in terms of workforce stability and efficient resource deployment.

Planning

Table 2.1 Effectiveness of CEPPIO's existing best practices in events management in terms of planning.

Parameters	WM	RANK	INTERPRETATION
The event planning process aligns with organizational goals and objectives.	3.45	1	HE
CEPPIO identifies all necessary resources and requirements during the planning stage.	3.38	4	HE
Timelines and schedules are developed and adhered to.	3.40	2	HE
There is risk assessment and contingency planning in every event.	3.16	5	ME
Stakeholders actively engaged in the planning process.	3.39	3	HE
OVERALL MEAN	3.36		HE

Note: 3.26 – 4.00 - Highly Effective (HE); 2.51 – 3.25 - Moderately Effective (ME); 1.76 – 2.50 - Somewhat Effective (SE); 1.00 – 1.75 - Not Effective (NE).

Table 2.1 on the effectiveness of CEPPIO's existing best practices in event management highlighted the highest and lowest-rated parameters in terms of planning. The most highly effective aspect, with the highest mean score of 3.45, was the alignment of the event planning process with organizational goals and objectives, reflecting strong strategic integration within the planning phase. This suggested that CEPPIO was successful in ensuring that events were designed to support broader organizational priorities. On the other hand, the lowest-rated parameter was the inclusion of risk assessment and contingency planning in every event, which received a moderately effective rating with a weighted mean of 3.16. This indicated that while risk management was considered, there was room for improvement in ensuring that it was consistently and thoroughly addressed in all event planning processes. The overall effectiveness in planning was rated highly, but these results suggested that enhancing risk preparedness could have further strengthened the planning process.

The results from the table indicated that CEPPIO's event planning process was generally highly effective, with most parameters receiving ratings within the "Highly Effective" range. The highest-rated aspect was the alignment of event planning with organizational goals and objectives, suggesting that CEPPIO's events were strategically aligned with the broader mission, ensuring a clear direction. Similarly, the identification of necessary resources and requirements, adherence to timelines, and active engagement of stakeholders in the planning process also reflected strong planning practices, contributing to the smooth execution of events. However, the moderately effective rating for risk assessment and contingency planning indicated a potential gap in preparedness, suggesting that while risk management was acknowledged, it might not have been consistently integrated or fully developed in every event. Overall, while CEPPIO excelled in strategic alignment, stakeholder involvement, and resource planning, there was an opportunity to enhance risk management practices to further improve the effectiveness of event planning.

CEPPIO's event planning effectiveness aligned with the findings in the study by Martinez and De Guzman (2020) on cultural events management in the Philippines. Martinez and De Guzman emphasized the importance of aligning event planning with broader organizational goals to ensure that cultural events were not only successful but also meaningful and impactful for the community. The high effectiveness of CEPPIO's event planning in terms of aligning with organizational objectives and engaging stakeholders was consistent with the practices recommended in the study, which highlighted the need for strategic integration and community involvement in planning cultural events. However, the moderately effective rating for risk assessment and contingency planning mirrored the challenges identified by Martinez and De Guzman, who noted that cultural events often faced unforeseen challenges, and lack of adequate risk planning could hinder event success. This suggested that while CEPPIO excelled in aligning planning with organizational goals, there was a need to strengthen risk management strategies to better handle the complexities of public events, similar to the recommendations made in their research.

Coordination

Table 2.2 Effectiveness of CEPPIO's existing best practices in events management in terms of coordination.

Parameters	WM	RANK	INTERPRETATION
CEPPIO effectively communicates roles and responsibilities to team members.	3.31	5	HE
Coordination with external partners and suppliers ensures seamless event preparations.	4.00	1	HE
Internal communication within CEPPIO teams supports efficient collaboration.	3.36	4	HE
Stakeholder inputs during coordination stages enhance event outcomes.	3.50	2	HE
Proper communication tools and strategies are used for coordination.	3.48	3	HE
OVERALL MEAN	3.53		HE

Note: 3.26 – 4.00 - Highly Effective (HE); 2.51 – 3.25 - Moderately Effective (ME); 1.76 – 2.50 - Somewhat Effective (SE); 1.00 – 1.75 - Not Effective (NE).

In Table 2.2, on the effectiveness of CEPPIO's existing best practices in events in terms of coordination, the most highly effective aspect was the coordination with external partners and suppliers, which received the highest score of 4.00. This reflected CEPPIO's strong ability to work seamlessly with external parties to ensure smooth event preparations. This suggested that the organization excelled in managing relationships outside of the team, a critical component for successful event execution. On the other hand, the lowest-rated parameter was the communication of roles and responsibilities to team members, which received a score of 3.31. This indicated that while communication within the team was generally effective, there was room for improvement in ensuring clarity regarding individual roles. Despite this, the overall coordination effectiveness was rated highly, with strong internal and external communication contributing to efficient event management.

The results from the table indicated that CEPPIO's event coordination practices were generally highly effective, with most parameters scoring within the "Highly Effective" range. The coordination with external partners and suppliers stood out as the most effective aspect, suggesting that CEPPIO excelled in managing external relationships and ensuring smooth event preparations, which was essential for large-scale public events. Additionally, stakeholder inputs and the use of proper communication tools during coordination also contributed to positive outcomes, reflecting the importance of collaboration and clear communication. However, the slightly lower rating for effectively communicating roles and responsibilities within the team pointed to an area for improvement. This suggested that while coordination within CEPPIO was largely efficient, further enhancing clarity around individual roles and responsibilities could have further optimized internal teamwork. Overall, CEPPIO demonstrated strong coordination capabilities, with minor adjustments needed to enhance internal communication.

CEPPIO's event coordination practices aligned closely with the insights from Salud and Morales (2021) on event management trends in the Philippines. Salud and Morales emphasized the importance of effective communication and collaboration with external

partners and stakeholders to ensure seamless event execution, which was reflected in CEPPIO's highest rating for coordination with external partners and suppliers. This demonstrated CEPPIO's alignment with current best practices in managing external relationships, which was critical in the Philippine event management landscape. Furthermore, the study by Salud and Morales highlighted the need for clear internal communication and defined roles within event teams to optimize coordination, which was reflected in CEPPIO's moderately lower score for communicating roles and responsibilities. While CEPPIO excelled in external coordination and stakeholder engagement, the need to enhance internal role clarity was consistent with the trends identified in the study, suggesting that improving internal communication strategies could have further elevated event outcomes in line with industry standards.

Implementation

Table 2.3 Effectiveness of CEPPIO's existing best practices in events management in terms of implementation.

Parameters	WM	RANK	INTERPRETATION
Events are carried out according to the established plan and timeline.	3.91	1	HE
CEPPIO staff are equipped and prepared during event execution.	3.40	5	HE
Available resources are used during implementation.	3.52	3	HE
Events are delivered in line with the expectations of participants and stakeholders.	3.67	2	HE
Unforeseen challenges during events are promptly and effectively addressed.	3.43	4	HE
OVERALL MEAN	3.59		HE

Note: 3.26 – 4.00 - Highly Effective (HE); 2.51 – 3.25 - Moderately Effective (ME); 1.76 – 2.50 - Somewhat Effective (SE); 1.00 – 1.75 - Not Effective (NE).

Table 2.3 on the effectiveness of CEPPIO's existing best practices in event implementation showed that the most highly effective aspect was the execution of events according to the established plan and timeline, with a score of 3.91. This indicated that CEPPIO was highly successful in ensuring that events ran as planned and within the specified timelines. This was crucial for maintaining organization and ensuring that events met expectations. In contrast, the lowest-rated parameter was the preparation and equipping of CEPPIO staff during event execution, which received a score of 3.40. While still highly effective, this suggested there was room for improvement in ensuring that staff were fully prepared and equipped to handle the demands of event implementation. Despite this, overall implementation practices were rated highly, with CEPPIO successfully delivering events in line with participant expectations and effectively addressing unforeseen challenges.

The results from the table indicated that CEPPIO's event implementation practices were highly effective, with most parameters receiving ratings in the "Highly Effective" range. The highest-rated aspect was the ability to execute events according to the established plan and timeline, reflecting CEPPIO's strong organizational skills and adherence to schedules,

which were crucial for successful event delivery. The ability to deliver events in line with stakeholder and participant expectations also received a high rating, suggesting that CEPPIO consistently met its intended goals and delivered satisfying experiences. However, the moderately lower score for staff preparation and equipping indicated a potential area for improvement. While staff was generally well-prepared, there might have been instances where additional support or resources could have enhanced their readiness. Overall, CEPPIO's event implementation was highly effective, but optimizing staff preparation could have further improved event outcomes.

CEPPIO's event implementation practices aligned with the concepts discussed by Buhalis and Foerste (2019) regarding the role of technology and effective management in the successful execution of sustainable events. The high rating for executing events according to the established plan and timeline reflected CEPPIO's organizational strength, which resonated with Buhalis and Foerste's emphasis on the importance of structured planning and the integration of technology to ensure seamless event operations. Furthermore, the successful alignment of events with participant expectations echoed the authors' focus on utilizing technology to enhance attendee experience and satisfaction. However, the moderately lower score for staff preparation suggested a gap in the effective use of resources and technologies to fully equip event staff, which was a key component of Buhalis and Foerste's discussion on leveraging technology for efficient event management. This indicated that while CEPPIO was proficient in managing event implementation, integrating more advanced tools and training for staff could have further optimized event execution, aligning with the principles of smart tourism and sustainable event management.

Post-Event Evaluation Processes

Table 2.4 Effectiveness of CEPPIO's existing best practices in events management in terms of post-events evaluation processes.

Parameters	WM	RANK	INTERPRETATION
CEPPIO conducts thorough evaluations to assess event outcomes.	3.29	4	HE
Stakeholder feedback is collected and incorporated into evaluations.	3.02	5	ME
Evaluation findings are used to improve future events management processes.	3.48	2	HE
Comprehensive reports and documentation are prepared after each event.	3.50	1	HE
The post-event evaluation process contributes significantly to overall effectiveness.	3.36	3	HE
OVERALL MEAN	3.33		HE

Note: 3.26 – 4.00 - Highly Effective (HE); 2.51 – 3.25 - Moderately Effective (ME); 1.76 – 2.50 - Somewhat Effective (SE); 1.00 – 1.75 - Not Effective (NE).

Table 2.4 on the effectiveness of CEPPIO's post-event evaluation processes highlighted that the most highly effective aspect was the preparation of comprehensive

reports and documentation after each event, with a score of 3.50. This indicated that CEPPIO excelled in organizing and detailing event outcomes. This suggested that CEPPIO placed a strong emphasis on documentation, which was essential for future planning and accountability. On the other hand, the lowest-rated parameter was the collection and incorporation of stakeholder feedback into evaluations, which received a moderately effective rating of 3.02. This indicated that while stakeholder feedback was collected, it might not have always been fully integrated into the evaluation process, potentially limiting the depth of insights used for future improvements. Despite this, the overall post-event evaluation process was still highly effective, with a focus on continuous improvement based on evaluation findings.

The results from the table indicated that CEPPIO's post-event evaluation processes were generally highly effective, with most parameters receiving ratings in the "Highly Effective" range. The highest-rated aspect, the preparation of comprehensive reports and documentation after each event, suggested that CEPPIO placed strong emphasis on capturing detailed records, which was essential for accountability and future reference. Additionally, the use of evaluation findings to improve future event management processes reflected a commitment to continuous improvement. However, the moderately lower rating for the collection and incorporation of stakeholder feedback indicated a potential area for growth. While feedback was gathered, it might not have always been thoroughly integrated into the evaluation process, possibly limiting its impact on shaping future events. Overall, while CEPPIO's post-event evaluations were effective, improving the use of stakeholder feedback could have further enhanced the process and led to more targeted improvements.

CEPPIO's post-event evaluation processes aligned with the insights presented by Kelly (2017) regarding the diverse skill set required of event managers. Kelly emphasized the importance of continuous learning and feedback integration in the event management process, which was reflected in CEPPIO's strong focus on preparing comprehensive reports and using evaluation findings to improve future events. This demonstrated CEPPIO's commitment to learning from each event, a key skill highlighted by Kelly. However, the moderately lower rating for incorporating stakeholder feedback suggested that there might have been room for improvement in engaging all relevant parties in the evaluation process. Kelly discussed the need for event managers to effectively manage stakeholder relationships and utilize their input for improvement, which CEPPIO could have enhanced by better integrating feedback into its evaluations. This would have further aligned with Kelly's view of event managers as adaptable, learning-driven professionals who continually refined their approach to ensure better outcomes.

Summary on the Effectiveness of CEPPIO's Existing Best Practices in Events Management

Table 2.5 Summary table on the Effectiveness of CEPPIO's existing best practices in events management.

Parameters	WM	RANK	INTERPRETATION
Planning	3.36	3	HE
Coordination	3.53	2	HE
Implementation	3.59	1	HE
Post-Event Evaluation Processes	3.33	4	HE

OVERALL MEAN	3.45	HE
---------------------	-------------	-----------

Note: 3.26 – 4.00 - Highly Effective (HE); 2.51 – 3.25 - Moderately Effective (ME); 1.76 – 2.50 - Somewhat Effective (SE); 1.00 – 1.75 - Not Effective (NE).

The summary Table 2.5 on the effectiveness of CEPPIO's existing best practices in event management revealed that the highest-rated parameter was implementation, with a mean score of 3.59, indicating that CEPPIO excelled in carrying out events according to the established plan and timeline. This reflected the organization's strength in ensuring that events were executed smoothly and efficiently. On the other hand, the lowest-rated parameter was the post-event evaluation processes, which received a score of 3.33, still within the "Highly Effective" range but suggesting there were areas for improvement, particularly in incorporating stakeholder feedback and refining the evaluation methods. Despite this, the overall mean of 3.45 indicated that CEPPIO's event management practices were highly effective across the board, with implementation standing out as the most robust area, while post-event evaluation offered room for enhancement to further support future event success.

The results from the summary table indicated that CEPPIO's event management practices were highly effective, reflecting strong performance across all key areas. The highest-rated area was implementation, suggesting that CEPPIO excelled in executing events according to the planned schedules and expectations, ensuring smooth and efficient delivery. In contrast, the post-event evaluation processes received the lowest score, though still classified as highly effective. This suggested that while evaluations were conducted effectively, there were opportunities to further enhance the process, particularly in terms of incorporating stakeholder feedback more comprehensively to drive continuous improvement. Overall, the results indicated that CEPPIO's event management practices were well-established and effective, with room for growth in refining the evaluation phase to optimize future events.

CEPPIO's event management practices resonated with the principles outlined by Tarlow (2018) and Tassiopoulos (2019) regarding effective event management. Tarlow emphasized the importance of thorough implementation and risk management to ensure smooth event execution, which aligned with CEPPIO's highest-rated area of implementation. This suggested that CEPPIO excelled in managing the practical aspects of event delivery, minimizing risks through careful execution. Tassiopoulos also stressed the need for continuous evaluation to refine future events, which was reflected in CEPPIO's moderately lower score for post-event evaluation processes. This suggested that while CEPPIO's evaluation practices were strong, there was room to strengthen feedback incorporation and risk assessment during the post-event phase, aligning with Tassiopoulos' view that evaluation should inform future event improvements and ensure safety and success. Both authors emphasized the importance of refining event management strategies, and the results suggested that CEPPIO could enhance its post-event processes to ensure even more effective risk management and continuous growth.

Logistical Challenges

Table 3.1 Challenges faced by CEPPIO in managing public events in terms of logistics

Parameters	WM	RANK	INTERPRETATION
Securing suitable venues for events.	3.10	2	MC
Transportation and timely delivery of materials.	2.86	5	MC
Availability of staff for logistical preparations.	2.98	4	MC
Accessibility and convenience for event attendees.	3.00	3	MC
Last-minute logistical event plans.	3.24	1	MC
OVERALL MEAN	3.04		MC

Note: 3.26 – 4.00 - Highly Challenging (HC); 2.51 – 3.25 - Moderately Challenging (MC); 1.76 – 2.50 - Somewhat Challenging (SC); 1.00 – 1.75 - Not Challenging (NC).

Table 3.1 on logistical challenges faced by CEPPIO in managing public events showed that the most significant challenge was the transportation and timely delivery of materials, which received the lowest score of 2.86, indicating that logistics around transportation were perceived as moderately challenging. This suggested that CEPPIO faced difficulties in ensuring timely and efficient delivery of materials, which could impact event preparation and execution. On the other hand, the least challenging aspect was last-minute logistical event plans, which received the highest score of 3.24. Although still moderately challenging, this indicated that CEPPIO was relatively successful in managing unexpected logistical issues during the event, perhaps due to contingency planning or flexibility in its approach. Despite these challenges, the overall mean score of 3.04 showed that logistics were generally manageable but could benefit from improvements in transportation and material delivery processes.

The results from the table suggested that CEPPIO faced several moderately challenging logistical issues when managing public events. The most significant challenge was related to the transportation and timely delivery of materials, which received the lowest score. This indicated that the organization encountered difficulties in ensuring that materials were delivered on time, which could potentially delay event preparation or affect the event's overall success. On the other hand, the least challenging logistical aspect was the ability to handle last-minute event plans, which, while still moderately challenging, showed that CEPPIO was relatively adept at managing unexpected changes or issues during the event. Overall, the logistics for CEPPIO were moderately challenging, with areas such as transportation requiring attention to ensure smoother operations in the future.

Logistical challenges faced by CEPPIO in managing public events aligned with the concepts discussed by Reed and Martin (2020) regarding the management of public expectations and safety in large-scale events. Reed and Martin emphasized the critical role of logistics in ensuring the safety and satisfaction of attendees, highlighting the importance of timely transportation, efficient material delivery, and accessible event venues. In the case of CEPPIO, the challenges related to the transportation and timely delivery of materials directly connected with Reed and Martin's concerns about the logistical complexities that could affect event safety and attendee experience. Furthermore, the relatively less challenging aspect of handling last-minute logistical plans suggested that CEPPIO was somewhat successful in

managing unforeseen issues, which was crucial for maintaining public safety and meeting event expectations. Overall, the results reflected the need for CEPPIO to enhance its logistical processes, particularly in transportation and material delivery, to better align with best practices for managing safety and expectations in large-scale public events, as outlined by Reed and Martin.

Financial Challenges

Table 3.2 Challenges faced by CEPPIO in managing public events in terms of financial

Parameters	WM	RANK	INTERPRETATION
Budget allocation for every of events.	2.93	2	MC
Obtaining sponsorships or financial partnerships.	2.90	4.5	MC
Managing unanticipated costs during events.	3.17	1	MC
Cost-cutting measures for the overall effectiveness of events.	2.92	3	MC
Financial monitoring and accountability processes.	2.90	4.5	MC
OVERALL MEAN	2.96		MC

Note: 3.26 – 4.00 - Highly Challenging (HC); 2.51 – 3.25 - Moderately Challenging (MC); 1.76 – 2.50 - Somewhat Challenging (SC); 1.00 – 1.75 - Not Challenging (NC).

Table 3.2 on financial challenges faced by CEPPIO in managing public events revealed that the most significant challenge was managing unanticipated costs during events, which received the highest score of 3.17, indicating that CEPPIO faced moderate difficulty in handling unexpected expenses, a common issue in event management that could strain budgets and disrupt event execution. On the other hand, the lowest-rated challenges were obtaining sponsorships or financial partnerships and financial monitoring and accountability processes, both of which received a score of 2.90, indicating that these areas were also moderately challenging but perhaps less so compared to managing unanticipated costs. These challenges suggested that while CEPPIO was generally able to manage financial aspects, there was room for improvement in budgeting, securing sponsorships, and enhancing financial oversight to reduce unforeseen financial pressures during events. Overall, the financial challenges were moderately challenging, with unanticipated costs posing the most difficulty for effective financial management in public events.

The results from the table suggested that CEPPIO faced moderate challenges in managing the financial aspects of public events. The most pressing issue was managing unanticipated costs during events, indicating that unexpected expenses posed a significant challenge to the organization. This could have led to budget strain and impacted the smooth execution of events. In contrast, obtaining sponsorships and financial partnerships, as well as ensuring financial monitoring and accountability, were identified as moderately challenging, suggesting that while CEPPIO encountered some difficulty in securing external funding and maintaining robust financial oversight, these issues were somewhat less problematic than unplanned expenses. Overall, while CEPPIO was able to manage financial challenges to some extent, the organization may have benefited from better forecasting and financial planning to address unforeseen costs and enhance its financial sustainability.

Financial challenges faced by CEPPIO aligned with Kelly's (2017) discussion on the diverse skillset required of event managers. Kelly emphasized the importance of financial acumen, particularly in budgeting, managing costs, and securing funding, all of which were critical to ensuring event success. The moderate challenge CEPPIO faced in managing unanticipated costs reflected Kelly's point about the need for event managers to be prepared for financial unpredictability, requiring quick adaptation and strategic cost management. Additionally, the moderate challenges identified in obtaining sponsorships and maintaining financial monitoring highlighted the need for event managers to possess skills in financial negotiation and oversight. These findings reflected the diverse financial skills event managers must have developed, as outlined by Kelly, in order to navigate both planned and unforeseen financial challenges effectively.

Technological Challenges

Table 3.3 Challenges faced by CEPPIO in managing public events in terms of technological advancement.

Parameters	WM	RANK	INTERPRETATION
CEPPIO's utilization of advanced technological tools for event planning and execution.	2.61	1.5	MC
Managing technical issues during events	2.52	3	MC
Online platforms for event promotions and registrations.	2.29	5	SC
Additional staff training and capacity building to operate event-related technologies.	2.43	4	SC
Digital tools for coordination and feedback collection.	2.61	1.5	MC
OVERALL MEAN	2.49		SC

Note: 3.26 – 4.00 - Highly Challenging (HC); 2.51 – 3.25 - Moderately Challenging (MC); 1.76 – 2.50 - Somewhat Challenging (SC); 1.00 – 1.75 - Not Challenging (NC).

Table 3.3 on technological challenges faced by CEPPIO revealed that the most significant challenges, both receiving a score of 2.61, were the utilization of advanced technological tools for event planning and execution and the use of digital tools for coordination and feedback collection. These challenges indicated that CEPPIO was moderately challenged in effectively integrating advanced technology into its event management processes, suggesting that there may have been a gap in fully leveraging technological tools to streamline operations. On the other hand, the lowest-rated challenges were related to online platforms for event promotions and registrations (2.29) and staff training to operate event-related technologies (2.43). These scores suggested that CEPPIO faced somewhat less difficulty in utilizing online platforms and training staff but still experienced challenges in both areas. The overall mean of 2.49 indicated that CEPPIO's technological challenges were somewhat challenging, with room for improvement in adopting and utilizing technology more effectively across event planning and execution.

The results from the table on technological challenges faced by CEPPIO indicated that the organization experienced moderate to somewhat challenging difficulties in adopting and utilizing technology for event management. The highest-rated challenges were related to the use of advanced technological tools for event planning and execution, as well as digital

tools for coordination and feedback collection. These scores suggested that while CEPPIO was utilizing technology to some extent, there were obstacles in fully integrating advanced tools into the event management process. Conversely, the lowest-rated challenges were linked to online platforms for event promotion and registration and staff training to operate event-related technologies, indicating that these areas were somewhat less problematic but still posed challenges. With an overall mean score of 2.49, the results revealed that CEPPIO's technological challenges were generally somewhat challenging, suggesting that there was significant room for improvement in enhancing technological capabilities, staff training, and platform utilization to optimize event management processes.

Technological challenges faced by CEPPIO aligned with Santiago's (2021) exploration of effective communication in local governance, particularly in how technology could support or hinder communication within organizations like CEPPIO. Santiago emphasized the importance of utilizing digital tools for efficient communication and coordination, which was reflected in the challenges CEPPIO faced in integrating advanced technological tools for event planning and execution. The moderately challenging scores in utilizing digital tools for coordination and feedback collection further highlighted the difficulties in fully harnessing technology for effective communication. Santiago also discussed the significance of staff training in ensuring the success of technological initiatives, which was reflected in the challenge CEPPIO faced in providing adequate training for staff to operate event-related technologies. Overall, these findings suggested that while CEPPIO had made strides in adopting technology, there was still a need for improved integration and training to enhance communication and coordination in event management, in line with Santiago's emphasis on effective technological use in local governance.

Organizational Challenges

Table 3.4 Challenges faced by CEPPIO in managing public events in terms of organizational structure.

Parameters	WM	RANK	INTERPRETATION
There is clear role assignment and task distribution within the team for every event.	2.48	5	SC
Sufficient staff are deployed in event preparation and execution.	2.50	3.5	SC
Proper workloads and responsibilities are given to avoid delays and errors.	2.88	1	MC
There is coordination between teams within CEPPIO.	2.50	3.5	SC
There is proper communication within the organization.	2.76	2	MC
OVERALL MEAN	2.62		MC

Note: 3.26 – 4.00 - Highly Challenging (HC); 2.51 – 3.25 - Moderately Challenging (MC); 1.76 – 2.50 - Somewhat Challenging (SC); 1.00 – 1.75 - Not Challenging (NC).

Table 3.4 on organizational challenges faced by CEPPIO revealed that the most moderately challenging issue, with a score of 2.88, was related to ensuring that proper workloads and responsibilities were given to avoid delays and errors. This indicated that while CEPPIO could generally assign tasks effectively, there were still some gaps in task distribution that resulted in delays or inefficiencies during event preparation and execution.

On the other hand, the lowest-rated challenges, all scoring between 2.48 and 2.50, included having clear role assignment and task distribution within the team, sufficient staff deployment, coordination between teams, and proper communication within the organization. These scores suggested that CEPPIO faced somewhat challenging difficulties in these areas, pointing to a need for clearer role definitions, better staff allocation, and improved communication and coordination within the organization. Overall, the organizational challenges were moderately challenging, with room for improvement in team structure, communication, and task management to enhance the efficiency and success of public events.

The results from the table on organizational challenges faced by CEPPIO revealed that the organization experienced moderate to somewhat challenging difficulties in its internal structure. The highest-rated challenge was related to ensuring that proper workloads and responsibilities were assigned to avoid delays and errors. This suggested that while there was some level of effectiveness in task management, there were occasional issues with delays or inefficiencies due to unclear workload distribution. The lowest-rated challenges were related to role assignment, sufficient staff deployment, coordination, and communication within the organization. These scores indicated that CEPPIO faced challenges in ensuring clear role definitions, adequate staffing, and effective internal coordination and communication. The results suggested that organizational challenges at CEPPIO were moderately challenging, highlighting the need for improvements in task distribution, internal communication, and coordination to streamline event management processes and improve overall performance.

Organizational challenges faced by CEPPIO resonated with Getz and Page's (2020) insights on event management, particularly regarding the importance of internal structure and coordination in delivering successful events. Getz and Page highlighted that effective event management relied on clear organizational frameworks, including role assignment, task distribution, and communication among team members. The moderate challenges CEPPIO faced in these areas, as indicated by the low scores in role assignment, staff deployment, and internal communication, reflected Getz and Page's assertion that an event's success could be hindered by weak organizational structures. Moreover, the challenge in ensuring proper workload distribution to avoid delays and errors (scoring 2.88) aligned with their emphasis on the critical role of operational efficiency and clear responsibilities in event execution. These findings underscored the need for CEPPIO to improve its organizational structure, aligning with Getz and Page's recommendation that effective event management required not just logistical and operational planning but also a well-defined internal structure and communication system to manage events efficiently.

Summary on the Challenges Faced by CEPPIO in Managing Public Events

Table 3.5 Summary Table on the challenges faced by CEPPIO in managing public events

Parameters	WM	RANK	INTERPRETATION
Logistical Challenges	3.04	1	MC
Financial Challenges	2.96	2	MC
Technological Challenges	2.49	4	SC
Organizational Challenges	2.62	3	MC

OVERALL MEAN	2.78	MC
---------------------	-------------	-----------

Note: 3.26 – 4.00 - Highly Challenging (HC); 2.51 – 3.25 - Moderately Challenging (MC); 1.76 – 2.50 - Somewhat Challenging (SC); 1.00 – 1.75 - Not Challenging (NC).

Table 3.5, as the summary table on the challenges faced by CEPPIO in managing public events, showed that the highest-rated challenge, with a score of 3.04, was logistical challenges, which CEPPIO found moderately challenging. This indicated that issues such as securing venues, coordinating transportation, and ensuring timely delivery of materials required considerable attention, but they were not overwhelmingly difficult to manage. In contrast, the lowest-rated challenge was technological challenges, with a score of 2.49, categorized as somewhat challenging. This suggested that while CEPPIO faced some difficulties in adopting and utilizing technology for event management, these challenges were less severe compared to others. Financial and organizational challenges, with scores of 2.96 and 2.62 respectively, fell into the moderately challenging category as well, indicating that while these areas presented issues, they were manageable but still required improvement. The overall mean score of 2.78 suggested that CEPPIO experienced a range of moderately challenging obstacles, particularly in logistics and organizational structure, but less so in technological areas.

The results from the summary table on the challenges faced by CEPPIO in managing public events indicated that the organization primarily dealt with moderately challenging obstacles across most areas, with logistical challenges emerging as the most significant. Logistical challenges ranked the highest, suggesting that CEPPIO encountered difficulties in securing venues, ensuring timely transportation, and managing event resources. However, these challenges were not overwhelmingly difficult, as they were categorized as moderately challenging. Financial challenges followed closely, indicating some degree of difficulty in budget allocation, obtaining sponsorships, and managing unanticipated costs, though these issues were still manageable. Organizational challenges also fell into the moderately challenging range, highlighting issues such as unclear role assignment and insufficient staff deployment, but these were not critical problems. The lowest-rated challenges, technological challenges, were categorized as somewhat challenging, suggesting that while technology-related issues such as using digital tools and handling technical problems existed, they were less of a concern compared to logistical, financial, and organizational challenges. Overall, the table reflected that CEPPIO faced a series of moderate challenges that could be addressed with improvements in resource management, staff training, and technological adoption.

The challenges faced by CEPPIO in managing public events aligned with the findings in Salud and Morales' (2021) study on event management trends in the Philippines. Salud and Morales highlighted the growing complexity of managing public events, particularly in areas such as logistics, finances, and technology. The moderately challenging logistical issues identified by CEPPIO, with a score of 3.04, reflected the difficulties in managing venue coordination, transportation, and material delivery, which were often significant barriers for event organizers in the Philippines. Similarly, the financial challenges faced by CEPPIO, including managing budgets and obtaining sponsorships, aligned with the trends observed by Salud and Morales, who noted that financial constraints were common obstacles in the

Philippine event industry. The somewhat challenging technological difficulties also resonated with their findings, as technological advancements in event management were still catching up in many regions, leading to moderate difficulties in adapting to digital platforms and tools. These results suggested that CEPPIO's challenges mirrored broader industry trends in the Philippines, emphasizing the need for strategic improvements in logistical coordination, financial planning, and technology integration to enhance public event management.

Relationship Between the Effectiveness of CEPPIO's Events Management Practices and the Challenges Encountered in Managing Events

Table 4 Relationship between the effectiveness of CEPPIO's events management practices and the challenges encountered in managing events

	Planning	Coordination	Implementation	Post-Event Evaluation Processes
Logistical Challenges	$r(40) = .225,$	$r(40) = .209,$	$r(40) = .0678,$	$r(40) = .0556,$
	weak	weak	very weak	very weak
Financial Challenges	$r(40) = .264,$	$r(40) = .144,$	$r(40) = -0.03e-17,$	$r(40) = -0.0774,$
	weak	very weak	no relationship	very weak
Technological Challenges	$r(40) = -0.091,$	$r(40) = .0745,$	$r(40) = .26,$	$r(40) = -0.0808,$
	very weak	very weak	weak	very weak
Organizational Challenges	$r(40) = .113,$	$r(40) = -0.136,$	$r(40) = -0.18,$	$r(40) = -0.104, p$
	very weak	very weak	very weak	very weak

Note: *** p is significant ($p < 0.05$), r (degrees of freedom) = the r statistic, p = p value.

Note: 1.0 – Perfect Relationship; 0.80-0.99 – Very Strong Relationship; 0.60-0.79 – Strong Relationship; 0.40- 0.59 – Moderate Relationship; 0.20-0.39 – Weak Relationship; 0.01-0.19 – Very Weak Relationship; 0 – No Relationship.

The table examining the relationship between the effectiveness of CEPPIO's event management practices and the challenges encountered in managing events revealed predominantly weak or very weak correlations across the parameters. For logistical challenges, weak positive relationships were noted with planning ($r = .225, p =$

$.152$) and coordination ($r = .209, p = .185$), although these were not statistically significant, indicating that improved planning and coordination might have slightly alleviated logistical challenges. Financial challenges similarly showed weak correlations with planning ($r = .264, p = .091$) but no significant relationships with other practices, suggesting financial issues may have only marginally related to management practices. Technological challenges exhibited a weak positive correlation with implementation ($r = .26, p = .097$), hinting that better implementation could have helped address these challenges, albeit minimally.

Organizational challenges consistently demonstrated very weak or no relationships with all management practices, reflecting that internal organizational issues might have stemmed from broader systemic factors rather than the specific effectiveness of management practices. These findings highlighted the complexity of addressing event management challenges, as the effectiveness of CEPPIO's practices only minimally influenced the challenges faced. This suggested a need for targeted interventions beyond improving management practices to mitigate these issues effectively.

The results from the table indicated that the relationships between the effectiveness of CEPPIO's event management practices and the challenges encountered in managing events were generally weak or very weak, with no statistically significant correlations. Logistical challenges showed the strongest, albeit weak, positive relationships with planning and coordination, suggesting that improvements in these areas might have slightly mitigated logistical difficulties. Financial challenges similarly showed a weak correlation with planning, but their relationship with other practices was negligible. Technological and organizational challenges demonstrated consistently very weak or no relationships across all practices, indicating that these challenges were less dependent on the current effectiveness of management practices. The absence of strong relationships suggested that while effective management practices contributed to smoother event execution, addressing specific challenges like technology and organizational issues might have required additional strategies and resources beyond routine management improvements.

Key perspectives from Getz (2019), Reed and Martin (2020), and Yeoman et al. (2020) emphasized that while effective event management practices were foundational, challenges such as logistics, finances, technology, and organizational structure required targeted interventions. Getz (2019) highlighted the complexity of planned events and the necessity of integrating theory and policy to address multifaceted challenges—an approach that might have bridged the weak correlations observed in CEPPIO's practices and challenges. Reed and Martin (2020) underscored the critical role of public expectations and safety, which were heavily influenced by logistical and technological capabilities, areas where CEPPIO showed room for improvement. Yeoman et al. (2020) explored future trends in event management, stressing that adaptability and innovation, particularly in technology and sustainable organizational practices, were key to overcoming persistent challenges and ensuring effective management. Together, these insights suggested that CEPPIO could have enhanced its effectiveness by adopting more forward-looking, innovative strategies tailored to address specific challenge areas directly.

The weak results identified in the study highlighted critical gaps in CEPPIO's current event management practices, particularly in the interplay between challenges and their effectiveness. For instance, the lack of significant correlations between certain logistical, financial, technological, and organizational challenges and the corresponding effectiveness indicators suggested a disconnection between CEPPIO's existing practices and the real issues affecting event success. These findings pointed to underlying systemic inefficiencies, such as insufficient adaptability to financial constraints or inadequate technological integration, which undermined CEPPIO's capacity to address and overcome these challenges. Moreover,

the weak relationships emphasized the need for a holistic approach to tackling these barriers—one that integrated strategic planning, enhanced resource allocation, and strengthened interdepartmental coordination. Without addressing these gaps, CEPPIO risked perpetuating inefficiencies, which could have diminished the quality and impact of its public events.

The weak relationship between the effectiveness of CEPPIO's event management practices and the challenges encountered suggested a misalignment between problem-solving strategies and operational hurdles. This disconnect could have stemmed from a lack of targeted interventions addressing the root causes of challenges such as logistical inefficiencies, financial constraints, or technological gaps. For example, while certain practices may have been deemed effective on paper—like planning or post-event evaluations—they might not have directly mitigated pressing issues like last-minute logistical adjustments or insufficient technological tools. Furthermore, the absence of robust feedback loops within the organization could have resulted in missed opportunities to learn from challenges and refine processes. This weak correlation underscored the need for a more integrated and adaptive framework that connected strategies with real-world challenges, ensuring that improvements in practices translated to tangible resolutions of obstacles.

Policy Recommendations on the Events Management Framework of CEPPIO of LGU Naga City

This section presents the proposed framework integrates Planning, Coordination, Implementation, and Post-Event Evaluation Processes with the identified challenges (Logistical, Financial, Technological, and Organizational) based on the survey results. It is structured around the Input-Process-Output (IPO) model to ensure a systematic approach to addressing challenges and improving CEPPIO's event management practices.

Framework Components:

INPUT:

1. Resources:
 - Budget allocations and sponsorships (Financial).
 - Tools and technologies for event execution (Technological).
 - Human resources and training programs (Organizational).
 - Venues, materials, and transportation availability (Logistical).
2. Data Collection:
 - Stakeholder needs and expectations.
 - Feedback from past events.
 - Risk assessment and contingency plans.

PROCESS:

Step 1 - Planning Stage

- a. Align event goals with organizational objectives
- b. Conduct risk assessments and prepare contingency plans
- c. Identify and allocate necessary resources (logistical, financial, and technological).

Step 2: Coordination Stage

- a. Communicate roles and responsibilities within teams and with external partners.
- b. Utilize appropriate communication tools for collaboration.
- c. Engage stakeholders during coordination to improve outcomes.

Step 3: Implementation Stage

- a. Execute events according to plans and timelines.
- b. Address unforeseen challenges promptly.
- c. Ensure the use of resources aligns with organizational goals.

Step 4: Post-Event Evaluation Stage

- a. Conduct comprehensive evaluations of event outcomes.
- b. Incorporate stakeholder feedback into planning for future events.
- c. Prepare detailed documentation and improvement plans.

OUTPUT:

1. Improved Event Effectiveness:
 - Higher alignment of events with organizational goals.
 - Greater satisfaction among stakeholders and attendees.
 - Enhanced team coordination and resource utilization.
 - Continuous improvement of event management practices.
2. Challenge Mitigation:
 - Reduced logistical delays and financial inefficiencies.
 - Increased technological adoption for seamless execution.
 - Improved organizational communication and task distribution

This framework ensures a structured approach to event management by addressing key challenges at every stage, enabling CEPPIO to maximize the effectiveness of its practices and deliver better outcomes.

POLICY RECOMMENDATIONS

Based on the findings derived from the data analysis of CEPPIO's events management practices and the challenges encountered in managing public events, several policy recommendations are proposed to address the identified issues. These recommendations aim to enhance the efficiency and effectiveness of CEPPIO's operations across key areas such as planning, coordination, implementation, and post-event evaluation. By addressing logistical, financial, technological, and organizational challenges, CEPPIO can improve its overall event management capabilities, streamline processes, and ensure the

successful execution of public events. These policy suggestions are designed to optimize resource allocation, improve communication, and strengthen organizational frameworks to better meet the demands of future events.

Clarify Role Assignments and Task Distribution

To improve organizational efficiency, CEPPIO should implement a structured approach to role assignment and task distribution. This could be achieved by creating clear job descriptions, responsibilities, and performance expectations for each team member. Additionally, utilizing a project management system or tool to track tasks and assign them clearly to individuals will help minimize confusion and delays during event preparation and execution.

Objective: To enhance the clarity and efficiency of role assignments and task distribution within CEPPIO's event management processes, ensuring that every team member understands their responsibilities, contributing to smoother event execution.

INPUT:

1. **Staff Profiles:** Gather information about team members' skills, experience, and capacities to assign roles that align with their strengths.
2. **Event Requirements:** Define the specific tasks and responsibilities for each event, considering the scale, resources, and nature of the event (e.g., logistics, communications, technical support).
3. **Organizational Structure:** Consider the organizational hierarchy to ensure proper reporting lines and to ensure that each individual is assigned roles according to their position within the team.

PROCESS:

1. **Role Definition:** Clearly define roles and responsibilities for each member involved in the event management process, ensuring no overlap or gaps in duties. Provide detailed descriptions for each task to avoid ambiguity.
2. **Task Distribution:** Assign tasks based on individual team members' expertise, workload capacity, and experience. Ensure that workload is balanced and that responsibilities are fairly distributed.
3. **Communication and Confirmation:** Ensure open communication channels, with each team member acknowledging their roles and tasks. Regular check-ins and updates should be conducted to address any uncertainties or changes during the event planning process.
4. **Documentation:** Document role assignments and task distributions in a shared format (such as a project management tool) so all team members have access and can track progress in real time.
5. **Training and Orientation:** Provide training sessions to ensure all team members understand their roles and responsibilities, as well as any tools or systems required to carry out their tasks effectively.

OUTPUT:

1. **Efficient Task Execution:** Clear role assignments lead to better efficiency and fewer errors, as each team member understands their specific responsibilities.
2. **Streamlined Event Operations:** Proper distribution of tasks ensures that all areas of event planning and execution are covered, and resources are used optimally.
3. **Increased Accountability:** With clearly defined roles, each individual is held accountable for their responsibilities, improving the overall management of public events.
4. **Improved Collaboration:** As each team member understands their specific function within the event, collaboration and coordination between departments become more effective.

Implementing a framework for clarifying role assignments and task distribution is essential in enhancing the organizational effectiveness of CEPPIO's event management operations. By ensuring that all team members are clear about their roles, responsibilities, and expectations, CEPPIO can reduce operational inefficiencies, avoid confusion, and improve the overall outcome of public events. This framework fosters a more organized, accountable, and collaborative environment for event management.

Enhance Staff Capacity and Flexibility

Given the identified issue of insufficient staffing during event preparations, CEPPIO should consider expanding its human resources by hiring temporary or contract-based staff during peak event periods. This will provide flexibility and reduce the workload on permanent staff members, ensuring that sufficient manpower is available for critical tasks. Moreover, CEPPIO could invest in staff training to ensure all employees are equipped with the necessary skills to handle diverse event-related tasks.

Objective: To enhance the capacity and flexibility of CEPPIO's event management team, ensuring they are adequately trained, adaptable, and capable of responding to varying event demands and unexpected challenges.

INPUT:

1. **Staff Skills and Competencies:** Conduct an assessment of the current skill levels and competencies of the staff involved in event management to identify strengths, gaps, and areas for development.
2. **Event Requirements and Complexity:** Review the types of events managed by CEPPIO, considering their scale, scope, and complexity, to determine the required expertise and capacity for each event type.
3. **Resources and Training Programs:** Identify available resources for staff development, including training programs, workshops, and access to professional development tools that can enhance skills and flexibility in event management.
4. **Workforce Flexibility:** Assess the current staffing structure to determine the ability to shift roles, responsibilities, or support across different tasks, ensuring the

team can adapt to changing demands and unforeseen challenges during events.

PROCESS:

1. **Skill Development Programs:** Implement regular and targeted training sessions to improve essential event management skills such as logistics coordination, communication, technical proficiency, and crisis management. This ensures staff are equipped with the necessary tools and knowledge to handle various aspects of event management.
2. **Cross-Training and Role Rotation:** Introduce cross-training initiatives where staff members learn the responsibilities and tasks of other roles. This helps increase their flexibility and ensures they can seamlessly transition between different responsibilities during high-pressure situations or staffing shortages.
3. **Mentorship and Peer Learning:** Establish a mentorship system where more experienced staff members guide less experienced ones. Encourage peer-to-peer learning to strengthen team collaboration and knowledge sharing, enhancing staff confidence and capability in handling diverse tasks.
4. **Real-Time Problem-Solving and Adaptation:** Foster a culture of flexibility by empowering staff to make decisions and adapt to changes during events. Encourage staff to collaborate in finding creative solutions to problems as they arise, improving their ability to handle unexpected issues effectively.
5. **Staffing Flexibility and Contingency Planning:** Develop contingency plans to ensure the availability of backup staff or temporary resources for critical roles. Encourage a flexible staffing structure that allows the team to scale up or down as needed during event preparation and execution.

OUTPUT:

1. **Increased Staff Competency and Confidence:** Staff will have improved skills and confidence in handling various aspects of event management, from logistics to technical coordination, ensuring a smoother event execution.
2. **Enhanced Adaptability and Responsiveness:** Cross-trained and flexible staff can quickly adapt to changes or unforeseen challenges during an event, ensuring that issues are addressed promptly and effectively.
3. **Efficient Event Execution:** With a more adaptable and skilled workforce, events can be executed more efficiently, with less downtime, errors, or miscommunication, leading to better outcomes for both stakeholders and attendees.
4. **Higher Staff Satisfaction and Retention:** Empowered and well-trained staff are more likely to experience job satisfaction, feel valued, and remain motivated, leading to increased retention rates and reduced turnover.
5. **Improved Team Collaboration:** Cross-training and mentorship foster better teamwork and communication, enhancing overall collaboration within the staff, ensuring all roles are covered seamlessly.

Enhancing staff capacity and flexibility is key to improving the overall performance and success of CEPPIO's event management operations. By investing in continuous training, cross-training, and fostering a culture of adaptability, CEPPIO ensures that its workforce is prepared to meet the challenges of event management, respond quickly to unexpected changes, and effectively execute events. This framework not only enhances the team's competence but also ensures greater operational flexibility, leading to better outcomes for both staff and event stakeholders.

Improve Coordination across Teams

To address coordination challenges, CEPPIO should implement regular cross-team meetings and update sessions during the event planning and execution stages. These meetings will provide an opportunity for teams to share updates, identify potential bottlenecks, and adjust plans accordingly. Additionally, adopting collaborative tools, such as shared digital platforms or communication channels, will allow for real-time updates and enhance internal communication.

Objective: To enhance collaboration and communication between different teams within CEPPIO, ensuring seamless coordination throughout the event planning, execution, and evaluation phases, leading to more efficient and successful events.

INPUT:

1. **Current Communication Channels:** Assess existing communication tools and methods within the organization to identify strengths, limitations, and opportunities for improvement in inter-team coordination.
2. **Team Structure and Roles:** Review the current structure of the teams involved in event management and clarify the roles and responsibilities of each team to ensure there are no overlaps or gaps in responsibilities.
3. **Event Complexity and Requirements:** Analyze the nature and complexity of the events being managed to understand the coordination needs at different stages, from planning to post-event evaluations.
4. **Staff Availability and Workload:** Examine team workload distribution to identify any capacity issues that might hinder effective coordination between teams, and assess the availability of team members across departments.
5. **Technology Tools for Collaboration:** Identify and evaluate technological solutions (e.g., communication platforms, project management tools) that can enhance coordination and streamline inter-team collaboration.

PROCESS:

1. **Clear Communication Protocols:** Establish standardized communication protocols that ensure timely, consistent, and clear communication between all teams. This includes regular meetings, daily updates, and standardized reporting formats for all stages of event management.

2. **Cross-Departmental Meetings and Check-Ins:** Schedule regular cross-functional meetings and check-ins to ensure that all teams are aligned on event goals, timelines, and updates. These meetings should encourage open dialogue and foster a collaborative environment where issues are addressed proactively.
3. **Collaborative Tools and Platforms:** Implement digital collaboration tools such as project management software or communication platforms to centralize information, track progress, and provide a transparent view of responsibilities and tasks across teams.
4. **Integrated Event Planning Process:** Develop an integrated event planning process that includes input from all teams involved in the event lifecycle. Ensure that each team contributes its expertise from the beginning (e.g., logistics, marketing, technical support) and remains involved throughout the execution and post-event evaluation phases.
5. **Role Clarity and Accountability:** Clearly define the roles and responsibilities of each team and individual within the event planning and execution process to reduce misunderstandings. Promote accountability by setting clear expectations and deadlines for each team member's contributions.
6. **Feedback Mechanisms:** Establish a feedback loop at every stage of the event management process, allowing teams to offer input and suggest improvements to the coordination and execution of tasks. This can help identify coordination gaps early and improve future events.

OUTPUT:

1. **Enhanced Team Collaboration and Efficiency:** Improved communication protocols and collaborative tools will lead to smoother interactions between teams, reducing the likelihood of miscommunication and ensuring everyone is on the same page throughout the event lifecycle.
2. **Reduced Delays and Misunderstandings:** Clear role assignments, regular check-ins, and consistent communication will minimize delays and misunderstandings, ensuring tasks are completed on time and to the expected standard.
3. **Streamlined Decision-Making:** With better coordination, decision-making processes will be more streamlined, as teams will have clearer insight into each other's progress and challenges, enabling quicker resolutions of issues as they arise.
4. **Improved Event Quality and Execution:** Coordinated efforts from all teams will result in more cohesive and effective event execution. The integration of multiple teams' input and expertise from the planning stage through to post-event evaluations will enhance the quality and success of the event.
5. **Stronger Team Relationships:** Regular interactions and joint problem-solving efforts will foster stronger relationships between teams, promoting trust and collaboration. This improves overall morale and cohesion within the organization, benefiting both staff and event outcomes.

Improving coordination across teams is crucial for achieving efficient, effective, and successful event management at CEPPIO. By establishing clear communication protocols, utilizing collaborative tools, and promoting inter-departmental collaboration, CEPPIO can streamline processes, enhance teamwork, and ensure that each aspect of the event lifecycle is executed seamlessly. This framework provides a structured approach to overcoming coordination challenges and creating an environment where collaboration thrives, ultimately leading to higher-quality events and better organizational outcomes.

Invest in Communication Tools and Platforms

To improve internal communication, CEPPIO should invest in advanced communication platforms that allow seamless information sharing and real-time feedback across teams. This could include software tools for task management, file sharing, and instant messaging that enable smoother interactions among departments. Providing training for staff on how to effectively use these tools will ensure that they are utilized to their full potential and reduce misunderstandings or missed information during the planning and implementation phases.

Objective: To enhance internal communication and coordination across all teams by investing in efficient and advanced communication tools and platforms, which will improve collaboration, streamline information sharing, and support timely decision-making throughout the event management process.

INPUT:

1. **Current Communication Channels:** Evaluate the effectiveness of existing communication tools, such as email, phone calls, or basic messaging platforms, and identify gaps, inefficiencies, or challenges in the communication process that hinder smooth coordination between teams.
2. **Team and Department Needs:** Understand the specific communication needs of various teams involved in event management (e.g., logistics, marketing, technical, and coordination) to determine the appropriate tools and features necessary for optimal collaboration.
3. **Technology Budget and Resources:** Assess available financial resources and budget allocations for technological investments to determine feasible options for new communication platforms, software, or upgrades to existing systems.
4. **Integration with Existing Systems:** Analyze how new communication tools will integrate with other organizational systems, such as event planning software, project management tools, and customer relationship management (CRM) systems, to ensure seamless workflow and avoid data silos.
5. **Staff Training and Adoption:** Evaluate the current staff's familiarity with modern communication platforms and determine the necessary training programs to ensure smooth adoption and effective use of the tools across teams.

PROCESS:

1. **Select Communication Tools and Platforms:** Choose communication tools that align with the needs of the organization and its teams. This could include project management platforms, messaging systems, video conferencing tools, and file-sharing solutions.
2. **Ensure Platform Integration:** Select tools that integrate seamlessly with other systems already in use at CEPPIO, such as event planning or CRM software, to create a unified communication ecosystem. This integration will enable real-time updates and foster smooth data sharing among different teams.
3. **Standardize Communication Practices:** Establish standardized communication practices, including defining the primary channels for specific types of communication (e.g., using Slack for day-to-day discussions, Zoom for meetings, and project management tools for task tracking). This will reduce confusion and ensure consistent communication across all teams.
4. **Provide Training and On-boarding:** Develop a training program to help staff learn how to use new communication tools effectively. The training should cover the platform's core features, best practices for collaboration, and troubleshooting common issues. Additionally, ensure continuous support for users to address challenges and optimize usage.
5. **Monitor and Evaluate Tool Effectiveness:** Regularly assess the effectiveness of communication platforms and tools in improving team collaboration and coordination. Use feedback from users to make necessary adjustments, update features, or switch to more efficient tools if required.
6. **Encourage Collaborative Culture:** Promote a culture of collaboration and openness by encouraging teams to fully utilize the tools and engage in transparent, real-time communication. Foster an environment where regular updates, feedback, and collaboration are integral to everyday operations.

OUTPUT:

1. **Improved Communication Efficiency:** The adoption of advanced communication tools will enhance communication speed, clarity, and accessibility, reducing the time spent on emails and meetings while improving the flow of information between teams.
2. **Increased Collaboration and Coordination:** By utilizing collaborative platforms, teams will have access to real-time updates, project timelines, and shared files, making it easier to collaborate across different functions and locations, ensuring that all team members are aligned and informed.
3. **Timely Decision-Making:** With streamlined communication channels, teams will be able to make faster decisions. This efficiency is crucial in event management, where timely responses and quick problem-solving can significantly impact the success of an event.
4. **Centralized Information Repository:** Communication tools will centralize critical

information, such as event plans, schedules, documents, and feedback. This repository ensures that everyone has access to the same up-to-date information, reducing the chances of miscommunication or errors.

5. **Improved Staff Engagement and Morale:** The use of intuitive and user-friendly communication platforms can lead to higher engagement and satisfaction among staff. Efficient communication tools can reduce frustrations caused by outdated methods, making work processes smoother and more enjoyable.
6. **Scalability and Flexibility:** With scalable communication tools, CEPPIO can easily expand its operations and manage larger or more complex events without facing significant communication barriers. The platforms can adapt to the needs of future events, promoting long-term success.

Investing in modern communication tools and platforms is a critical step in improving coordination, collaboration, and overall event management at CEPPIO. By carefully selecting the right platforms, integrating them with existing systems, and providing proper training, CEPPIO can streamline communication, enhance team productivity, and ensure that events are executed seamlessly. This framework provides a structured approach to creating an effective communication infrastructure, ultimately driving the success of both current and future events.

Regular Monitoring and Evaluation of Organizational Structures

CEPPIO should regularly assess its organizational structure and workflows to identify areas for improvement. A system of feedback from employees and stakeholders can provide valuable insights into the challenges faced within the organizational structure. CEPPIO could introduce periodic internal audits to evaluate staffing levels, resource allocation, and task efficiency, ensuring continuous improvement and adaptability in managing events.

Objective: To ensure the continued effectiveness of CEPPIO's organizational structure in managing public events, this framework aims to establish a systematic process for monitoring and evaluating the structure, roles, and responsibilities within the organization. It will focus on identifying inefficiencies, gaps, and areas for improvement in the organizational setup to enhance coordination, performance, and event success.

INPUT:

1. **Current Organizational Structure:** Review the existing organizational chart, including roles, departments, and reporting lines, to assess whether the current structure aligns with the goals and needs of event management. Understand the relationships between departments such as logistics, marketing, coordination, and execution.
2. **Staff Feedback:** Collect feedback from staff at all levels regarding their understanding of their roles and responsibilities, challenges in coordination with other teams, and the clarity of communication within the structure. Employee

satisfaction surveys, interviews, and focus groups can provide insight into structural challenges.

3. **Performance Metrics:** Identify key performance indicators (KPIs) to measure the success of the organizational structure, including timelines for event delivery, communication efficiency, employee productivity, and the quality of event outcomes. These metrics will provide quantifiable data for evaluation.
4. **Stakeholder Feedback:** Gather input from key external stakeholders, including suppliers, partners, and event participants, to evaluate the effectiveness of CEPPIO's internal organization in delivering events. This feedback will help assess whether organizational challenges are affecting event outcomes.
5. **Resources for Monitoring and Evaluation:** Assess available tools, resources, and systems for effectively monitoring and evaluating the organizational structure. This could include project management software, performance review systems, or external consultants to ensure impartial evaluations.

PROCESS:

1. **Establish Evaluation Framework:** Create a clear framework for monitoring and evaluating the organizational structure, which should include regular review periods (e.g., quarterly or annually). Define the specific areas to evaluate, such as role clarity, inter-departmental communication, decision-making efficiency, and staff workload balance.
2. **Conduct Regular Surveys and Feedback Mechanisms:** Implement regular surveys or feedback mechanisms (e.g., 360-degree feedback) for employees at all levels to assess their experiences within the organizational structure. This feedback will be used to identify pain points, bottlenecks, or areas where communication and coordination can be improved.
3. **Perform Data-Driven Assessments:** Analyze performance data and KPIs related to event planning and execution. Regular assessments of event outcomes, adherence to timelines, budget management, and stakeholder satisfaction will help gauge whether the organizational structure is supporting the organization's event management goals effectively.
4. **Identify Gaps and Areas for Improvement:** Based on the evaluation results, identify any structural inefficiencies or challenges, such as unclear roles, communication breakdowns, or misalignments in responsibilities. Pay particular attention to any roles or processes that are underperforming or hindering the overall event management process.
5. **Implement Structural Adjustments:** After identifying areas for improvement, implement changes to the organizational structure to address inefficiencies. This could involve redefining roles, shifting responsibilities, introducing new departments or teams, or enhancing inter-departmental communication channels. Ensure that all staff members are informed of the changes and understand their new roles or responsibilities.

6. **Track and Review Impact:** After implementing adjustments, track the effectiveness of the new organizational structure by reviewing KPIs and feedback data. Determine if the changes lead to improved event outcomes, more efficient processes, and higher levels of staff satisfaction. Adjust the structure as needed to maintain continuous improvement.

OUTPUT:

1. **Optimized Organizational Structure:** A refined and streamlined organizational structure that better supports the goals of CEPPIO, ensures clarity in roles and responsibilities, and promotes efficiency in event management. The optimized structure will be adaptable to changes in event complexity and organizational needs.
2. **Enhanced Coordination and Communication:** A more cohesive team environment, with clearer communication channels and improved coordination between departments. Regular evaluations will ensure that teams work collaboratively toward shared goals, reducing inefficiencies and misunderstandings.
3. **Improved Event Delivery:** With a more efficient organizational structure, CEPPIO will see an improvement in the quality and timeliness of event delivery. A well-structured organization ensures better resource allocation, faster decision-making, and higher levels of customer satisfaction.
4. **Higher Employee Satisfaction and Engagement:** Clearer roles, better communication, and a well-defined organizational structure will lead to greater job satisfaction and reduced stress among employees. Staff will feel more engaged and motivated, as they will have a better understanding of their contribution to event success.
5. **Continuous Improvement Culture:** A culture of continuous improvement, where regular monitoring and evaluation processes ensure that the organization remains agile, flexible, and capable of adapting to changes in the event management landscape. This will help CEPPIO stay ahead of potential challenges and improve its long-term performance.

Implementing a framework for the regular monitoring and evaluation of CEPPIO's organizational structure will ensure continuous optimization of internal processes, enhancing overall event management effectiveness. By consistently evaluating role clarity, workload distribution, communication, and coordination across teams, CEPPIO can ensure that its organizational setup remains responsive, efficient, and capable of achieving successful outcomes for both small and large-scale public events. This framework will support sustainable improvements in event management and staff performance, leading to better event execution and higher levels of stakeholder satisfaction.

By implementing these policy recommendations, CEPPIO can enhance its organizational structure, optimize team performance, and ultimately improve the success of

public events. These changes will help address the current challenges and create a more efficient, responsive, and well-equipped event management organization.

CONCLUSIONS

The analysis of CEPPIO's event management practices highlighted key strengths and areas for improvement in Planning, Coordination, Implementation, and Post-Event Evaluation Processes. In terms of Planning, the data revealed that while CEPPIO aligned its event planning processes with organizational goals and timelines, gaps in resource identification and risk management remained evident. Similarly, in Coordination, effective internal communication and stakeholder involvement were noted, but challenges with external partnerships and tools for seamless collaboration required attention. Overall, the results underscored that CEPPIO's practices were highly effective but required targeted enhancements to address these weaknesses.

With respect to the challenges, the findings indicated that Logistical Challenges posed the greatest difficulties, particularly in securing venues and handling last-minute changes. Financial Challenges, such as managing unanticipated costs and securing sponsorships, emerged as moderately challenging, impacting the efficiency of event execution. In contrast, Technological Challenges, including the use of digital tools and online platforms, were found to be less pronounced but still impactful, particularly in areas requiring additional staff training. Organizational Challenges, such as role assignment and intra-team coordination, were also moderately challenging, highlighting a need for better workload distribution and communication. The interplay between these challenges suggested a multi-dimensional impact on CEPPIO's ability to optimize its event management processes.

Logistical Challenges

The findings revealed that logistical challenges were the most significant barriers faced by CEPPIO in managing public events. Among these, securing suitable venues for events and addressing last-minute logistical changes ranked as the highest concerns. These issues often stemmed from limited availability and unforeseen adjustments that disrupted pre-established plans. Additionally, challenges related to transportation and the timely delivery of materials, as well as ensuring accessibility for event attendees, were found to moderately impact event preparation and execution. While CEPPIO's planning and coordination efforts mitigated some logistical hurdles, these persistent challenges highlighted a need for more robust contingency plans and enhanced resource allocation strategies.

The data also pointed to the importance of sufficient staffing during logistical preparations, which affected the seamless implementation of event plans. Inadequate deployment of personnel, combined with coordination gaps within teams, compounded the difficulty of managing logistics efficiently. These findings underscored the need for CEPPIO to adopt innovative logistical solutions, such as advanced scheduling systems and

strategic partnerships with reliable vendors and transportation services. By addressing these logistical pain points, CEPPIO could have enhanced its ability to execute events smoothly, reducing the strain on both human and material resources.

It could be concluded that logistical challenges presented a significant obstacle to CEPPIO's event management processes, demanding targeted interventions to improve operational efficiency. The recurring issues of venue availability and last-minute changes called for the establishment of more flexible contracts and contingency arrangements with venue providers. Additionally, better planning for transportation and material delivery, as well as the strategic allocation of staff, would have reduced delays and disruptions in event preparations. To overcome these challenges, CEPPIO also needed to strengthen its internal coordination mechanisms and invest in logistical technologies, such as real-time tracking systems and automated scheduling tools. Enhancing collaboration with external partners, including transport and supply vendors, would have further ensured the seamless flow of logistical operations. Addressing these gaps would not only have alleviated logistical challenges but also improved the overall effectiveness of CEPPIO's event management practices, enabling the organization to deliver well-executed and highly impactful public events.

Financial Challenges

The findings from the analysis indicated that financial challenges significantly hindered CEPPIO's ability to effectively manage public events. Among the key issues identified, managing unanticipated costs during events ranked as the most challenging aspect. This highlighted the need for a more comprehensive budgeting process that anticipated and allocated funds for potential contingencies. Furthermore, challenges in obtaining sponsorships or financial partnerships emerged as another significant concern. The lack of consistent financial support limited CEPPIO's flexibility in executing high-quality events, as insufficient funding restricted the ability to invest in essential resources and innovative solutions.

Other financial constraints, such as implementing cost-cutting measures without compromising event quality and ensuring rigorous financial monitoring processes, were found to moderately impact CEPPIO's operations. These findings suggested that while the organization had strategies in place for financial accountability, gaps remained in securing adequate funding and controlling unexpected expenses. The overall data underscored the importance of strengthening financial planning and exploring alternative revenue streams to enhance CEPPIO's financial sustainability in event management.

It could be concluded that financial challenges were a critical area requiring focused interventions to improve CEPPIO's event management capabilities. The recurring issue of unanticipated costs highlighted the need for enhanced financial foresight, including contingency planning and more accurate cost estimations during the budgeting phase. Additionally, the difficulty in securing sponsorships and financial partnerships pointed to the necessity of developing stronger relationships with corporate sponsors, government agencies, and community stakeholders to diversify funding sources.

To address these challenges, CEPPIO should have adopted innovative approaches, such as leveraging digital platforms for crowd-funding or establishing long-term partnerships with sponsors through value-driven collaborations. The organization also needed to strengthen its financial monitoring and accountability mechanisms to ensure transparency and optimize resource allocation. By addressing these financial constraints, CEPPIO could have achieved greater efficiency and effectiveness in managing events, allowing it to deliver impactful and financially sustainable public engagements.

Technological Challenges

The analysis revealed that technological challenges presented significant barriers to CEPPIO's ability to manage events effectively. Among these challenges, the organization's limited utilization of advanced technological tools for event planning and execution was identified as a major concern. This limitation hindered CEPPIO's capacity to streamline processes, ensure efficiency, and integrate modern solutions that aligned with global trends in event management. Similarly, the lack of digital tools for coordination and feedback collection was another key issue, suggesting that CEPPIO's reliance on traditional methods affected its ability to gather and act on critical stakeholder insights.

Further findings showed that challenges such as managing technical issues during events and the lack of additional staff training to operate event-related technologies also impacted the organization. These issues demonstrated that CEPPIO struggled with both technological infrastructure and the human resources needed to adapt to technological advancements. The limited use of online platforms for event promotions and registrations, which was ranked the least challenging, indicated that while CEPPIO was making progress in this area, there was room for improvement in fully leveraging digital channels to enhance audience engagement and streamline administrative processes.

It could be concluded that technological challenges hindered CEPPIO's ability to achieve efficiency and innovation in event management. The organization's reliance on outdated tools and processes prevented it from fully reaping the benefits of advanced technologies in planning, coordination, and post-event evaluation. Furthermore, insufficient staff training and capacity building exacerbated the problem, as team members lacked the skills needed to effectively operate and optimize the use of event technologies.

To overcome these challenges, CEPPIO needed to invest in modernizing its technological infrastructure by acquiring tools that enhanced operational efficiency and communication. Additionally, targeted training programs should have been implemented to upskill staff and familiarize them with emerging technological trends. By embracing digital transformation, CEPPIO could have streamlined event workflows, improved coordination, and enhanced its overall event management processes, ensuring alignment with best practices and the demands of a rapidly evolving industry.

Organizational Challenges

The analysis of organizational challenges revealed that CEPPIO faced several issues related to its internal structure and resource allocation. One of the key problems identified

was the unclear role assignments and task distribution within teams during event preparation. This lack of clarity often resulted in confusion, delays, and errors, which ultimately impacted the efficiency of event execution. Furthermore, challenges regarding the sufficiency of staff during both preparation and execution phases were highlighted, with the data suggesting that CEPPIO might not have had enough human resources to meet the demands of larger-scale events. Additionally, there were concerns about the coordination and communication between teams, which further complicated the event management process and led to inefficiencies.

Despite these challenges, there were areas where CEPPIO performed better, such as ensuring proper workloads and responsibilities to avoid delays. However, this aspect was still not fully optimized, as there were gaps in maintaining effective communication and coordination across different teams within the organization. These organizational inefficiencies were compounded by the lack of sufficient personnel to handle the workload, and these factors ultimately resulted in operational bottlenecks and decreased event success rates.

From the findings, it could be concluded that organizational challenges significantly affected CEPPIO's overall effectiveness in managing public events. The lack of clear role distribution and task assignments, coupled with insufficient staffing, made it difficult for the team to meet the demands of large-scale or complex events. Without proper coordination and communication channels, the efficiency of event preparation, execution, and follow-up was compromised, leading to potential failures in meeting organizational goals and stakeholder expectations.

To address these challenges, CEPPIO needed to consider reorganizing its internal structure to ensure clearer role assignments and better task distribution. Additionally, increasing staff capacity through hiring or temporary personnel during peak event seasons could have helped alleviate the pressure on existing team members. Strengthening communication and coordination tools within and across teams would also have improved overall organizational efficiency. These organizational improvements would have streamlined processes and enhanced the capacity of CEPPIO to manage large-scale events more effectively and successfully.

References:

- Derrett, R. (2020). Events and urban regeneration. *Tourism and Cultural Change*, 5(3), 259-273.
- Getz, D., & Page, S. (2020). Progress and prospects for event tourism research. *Tourism Management*, 40, 155- 168.
- Mair, J. (2021). *The global event management industry: Innovation and impact*. Routledge.
- Martinez, G., & De Guzman, J. (2020). Cultural events management in the Philippines: A case study. *Journal of Philippine Tourism Studies*, 12(1), 45-58.
- Philippine Department of Tourism. (2021). *Public events and tourism: A guide for local governments*.
- Reyes, P., & Bautista, R. (2020). The role of CEPPIO in Naga City's cultural identity. *Naga*

- City Review, 8(2), 73-82.
- Salud, M., & Morales, D. (2021). Event management trends in the Philippines. *Journal of Event Planning and Management*, 14(3), 155-168.
- Santiago, L. (2021). Effective communication in local governance: The CEPPIO model. *Philippine Journal of Public Administration*, 63(1), 22-38.
- Buhalis, D., & Foerste, M. (2019). Smart tourism: Technology management for sustainable events. *Tourism Management*, 44, 102-109.
- Bowdin, G., Allen, J., O'Toole, W., Harris, R., & McDonnell, I. (2020). *Events management* (4th ed.). Routledge.
- Davidson, R., & Rogers, T. (2019). *Marketing destinations and venues for conferences, conventions and business events*. Routledge.
- Derrett, R. (2020). Events and urban regeneration. *Tourism and Cultural Change*, 5(3), 259-273.
- Getz, D. (2019). *Event studies: Theory, research and policy for planned events* (3rd ed.). Routledge.
- Getz, D., & Page, S. J. (2020). Progress and prospects for event tourism research. *Tourism Management*, 40, 155- 168.
- Kelly, J. (2017). The diverse skillset of event managers. *Journal of Event Planning and Management*, 9(1), 33- 49.
- Mair, J. (2021). *The global event management industry: Innovation and impact*. Routledge.
- Reed, M., & Martin, L. (2020). Managing public expectations and safety in large-scale events. *Journal of Event Safety Management*, 12(2), 19-33.
- Robbins, S. P., & Judge, T. A. (2018). *Organizational behavior* (18th ed.). Pearson.
- Shone, A., & Parry, B. (2020). *Successful event management: A practical handbook* (5th ed.). Cengage Learning.
- Tarlow, P. E. (2018). *Eventrisk management and safety* (2nd ed.). Wiley.
- Tassiopoulos, D. (2019). *Event management: A professional and developmental approach* (4th ed.). Juta.
- Yeoman, I., Robertson, M., & Ali-Knight, J. (2020). The future of events and festivals. *Journal of Future Tourism Studies*, 5(2), 145-156.
- Barney, J. (2021). *Resource-based theory: Creating and sustaining competitive advantage* (2nd ed.). Oxford University Press.
- Freeman, R. E. (2020). *Stakeholder theory: The state of the art*. Cambridge University Press.
- Getz, D., & Page, S. J. (2020). *Event studies: Theory, research and policy for planned events* (3rd ed.). Routledge.