

DEVELOPING CRITICAL SUCCESS FACTORS AND KEY PERFORMANCE
INDICATORS IN MANAGING EVENT PROGRAM AT MALAYSIAN
COMMUNICATIONS AND MULTIMEDIA COMMISSION (MCMC)

MOHD REDZUAN BIN ZAINAL ABIDIN

UNIVERSITI TEKNOLOGI MALAYSIA

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MOHD REDZUAN BIN ZAINAL ABIDIN

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DEDICATION

I dedicate my thesis work to my family and many friends. A special feeling of gratitude to my parents, Zainal Abidin bin Abdullah and Hanida binti Mad Din whose words of encouragement and push for tenacity ring in my ears. Special thanks to my wife Wahidatul Abdah Aminul Rashid, and my beautiful kids Raisya binti Mohd Redzuan and Noah bin Mohd Redzuan for being there for me throughout the entire program. I also dedicate this dissertation to my family in ALPs-MCMC who have supported me throughout the process. I will always appreciate all they have done, especially to my Group 2 members (Geng MBA), Md Tahir bin Musa, Shirley Kuan Chien Hui, Nur Afiqah Said and Mohd Azlan Zaidin.

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ABSTRACT

An increasing number of events in Malaysia government agency has demanded a creation well verse management of event within the agency. This research was designed to identify and evaluate the success criteria and success factor in managing event at MCMC event department. The application of mixed method for methodology to identify and evaluate the current situation current situation. There are 30 respondent has participated in for this research survey and three officer as respondent for interview. With application of SPSS and Nvivo software, the research has identify the success factor and success criteria in managing event at MCMC. The criteria and success factor play a vital role to determine and the success with the department and the further discussion stated in the next chapter of this research.

Keywords: Success Factors, Key Performance Indicators, Event Program

ABSTRAK

Peningkatan bilangan acara di dalam agensi kerajaan Malaysia menjadi antara faktor penyumbang kepada penubuhan unit pengurusan acara di dalam agensi-agensi kerajaan. Justeru, penyelidikan ini dilakukan bagi mengenal pasti dan menilai kriteria dan faktor kejayaan dalam menguruskan acara di Jabatan Pengurusan Aturcara (EVD), MCMC. Kaedah gabungan metodologi telah digunakan oleh penyelidik bagi mengenal pasti dan menilai keadaan, serta situasi semasa yang berlaku. Seramai 30 orang responden telah menyertai kajian ini dan tiga orang pegawai sebagai responden untuk ditemu bual. Penyelidik menggunakan aplikasi perisian SPSS dan Nvivo. Hasil dari kajian, penyelidik telah berjaya mengenal pasti faktor penyumbang dan kriteria kejayaan dalam menguruskan acara-acara di MCMC. Ianya menjadi penanda aras yang sangat penting dalam memastikan kejayaan bersama unit dan jabatan-jabatan yang berada di MCMC pada masa hadapan. Perbincangan lebih lanjut telah dihuraikan secara terperinci melalui bab-bab seterusnya di dalam penyelidikan ini.

Kata kunci: Faktor Kejayaan, Petunjuk Prestasi Utama, Program Acara

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LIST OF ABBREVIATIONS

EVD	-	Events Department
MCMC	-	Malaysian Communication and Multimedia Commission
SKMM	-	Suruhanjaya Komunikasi dan Multimedia Malaysia
KKMM	-	Kementerian Komunikasi dan Multimedia Malaysia
UTM	-	Universiti Teknologi Malaysia
SCIRD	-	Strategic Communications and Industry Relations Division
WPSO	-	Wilayah Persekutuan State Office
SWSO	-	Sarawak State Office
USP	-	Universal Services Provision
SOP	-	Standard Operating Procedures
ROI	-	Return of Investment
CSF	-	Critical Success Factor
KPI	-	Key Performance Indicators
MCO	-	Movement Control Order
SPSS	-	Statistical Package for Social Science
CA	-	Cronbach Alpha
CFA	-	Confirmatory Factor Analysis

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CHAPTER 1

INTRODUCTION

1.1 Problem Background

Event management agencies are hired to plan and execute large-scale organization meetings, conferences, exhibitions, symposiums, and special events. The event management agencies act as planners and advisors on behalf of their clients to orchestrate the event to achieve the organization's goal. Within the event industry, weddings, concerts, and sports events are the three most common events that require professionals to handle and organize but require specific expertise and technicalities to meet the demand. Government agencies, non-profits, associations, and corporations hired the event management companies and the department under their organization to coordinate essential events and meetings to serve the organization's purposes.

The event management function associates with a corporate marketing department or public relations department as part of their job description and department's responsibility. For some organizations such as MCMC, a specific department has been established to cater to the event function and work closely with public relations and corporate marketing in organizing events for the organization. This department usually works closely to serve the top management office, such as the chairman's office, to organize meetings, small or big events for the organization's leader and departments. Event management is the process of coordinating the logistics leading up to and during an event, whether it be a conference, wedding, or any other planned gathering. The event planner is essential in carrying out the event plans by managing workers, working with money, monitoring budgets, dealing with vendors, and overseeing the event implementation from start to finish. The job titles and duties in the event planning field are very diversified, and many, as the services supplied depend on the event's structure and nature. As a result, it is sometimes difficult to discern one from another.

Managing an event is a challenging job and requires extraordinary efforts to prepare an event planning portfolio, looking for work, or working with a client who does not have any idea about event's job function and responsibilities. This research attempts to understand the current situation of the MCMC Events Department (EVD), provide solutions and reliable interventions to increase the department's performance and improve the department's function.

1.2 Information of the Case Organization

This research is about a government agency in Malaysia known as the Malaysian Communications and Multimedia Commission (MCMC), also known as *Suruhanjaya Komunikasi dan Multimedia Malaysia (SKMM)*. This agency under the Ministry of Communications and Multimedia or *Kementerian Komunikasi dan Multimedia Malaysia (KKMM)*, is a regulatory body responsible for regulating the communications and multimedia industry based on the authority provided for in the Malaysian Communications and Multimedia Commission Act 1998, the Communications and Multimedia Act 1998, and the Strategic Trade Act 2010. According to these Acts, the MCMC is responsible for implementing and promoting the government's national policy objectives for the communications and multimedia sector. MCMC is also responsible for overseeing the new regulatory framework for the converging telecommunications and broadcasting industries and online activities. In 2001, MCMC's role was expanded to include overseeing the postal service sector according to the Postal Services Act 1991 and licensing of the Certification Authorities under the Digital Signature Act 1997. On June 1, 2014, the Commission used the MCMC as the branding image of the organization.

In line with the government's objective and plan to empower, monitor, and promote communication and multimedia among Malaysians, the Events Department (EVD) was established in March 2019 to serve the MCMC in planning, organizing, and executing the event. This department is under the Chairman's Office's supervision, and Strategic Communications and Industry Relations Division (SCIRD) is responsible for serving the MCMC in planning, organizing, facilitating, monitoring,

and evaluating the event conducted internally or externally. The work scope includes brainstorming, enabling the in-house department by stages including planning – input/site visit, conceptual paperwork, costing, and budget estimation.

MCMC might be classified as a public sector organisation since it is under the direct authority and command of the government at the national, regional, or local levels. However, despite being pushed to focus on the core business of telecommunications, when it comes to event management, accountability is to local communities and the electorate rather than shareholders and investors (Wood 2009). This significantly influences how public sector organisations explain their engagement in event management and how events themselves are assessed.

1.3 Problem Statement

The Events Department (EVD) is considered as a new department in the MCMC organization and is still growing to expand its roles and responsibility. The department is currently developing its standard of operation, procedures, workflows, communication style, and others. The department is led by a director (P6 grades), one deputy director (P5 grades), one assistant director (P4 grades), and two assistant executives (S3 and S2 grades) to manage the department and serve the MCMC in-house departments and stakeholders to organize an event.

Due to this current situation, the department faces various issues and problems to operate their core business and responsibility related to event management. Without proper work on organizing an event, the department faces various hurdles and challenges to overcome and solve the situation. The issues and problems can be divided into two stages that include:

(a) Before the event

Currently, the department has no specific procedures to receive an event request from the other department, which could become the primary reference to organizing the event at MCMC. The department's current practice received a request from another department and informed that they would like to schedule an event, and the EVD will set a date for further discussion through a meeting. Since the department has no proper event checklists and procedures, lots of changes and issues arise during the process of planning the event.

(b) Post-event

The second issue is after completing the event; the department requires proceeding with the post-task for the event, such as payment to the vendor, preparing the post-event report, and post-event evaluation. To date, the department is still facing a problem to measure their event success criteria tool to improve their quality of work and meet the event's objectives. The measurement of event success criteria is important for the organization to re-evaluate their performance, future improvement, and future reference to increase satisfaction and performance.

There is no standardized/centralized event checklist, guidelines, Standard Operating Procedures (SOP), cost estimation, protocol, public inquiry information related that can be referred by all user departments and state offices. Furthermore, there is a lack of communication among staff (MCMC Headquarters and state offices) responsible for planning and managing events. Hence, absence / inadequate systematic systems may lead to the entity not operating their work efficiently and effectively.

Therefore, this research attempts to solve this situation by establishing event workflows and the procedures for guidance and reference to all user departments at MCMC to organize the event and identify the critical success factors and key performance indicators at EVD via proper channel. This intervention is predicted to

solve lots of significant issues before event execution day, beginning with their planning process, brainstorming, budgeting, execution, and post-event reporting. The intervention is also expected to determine the return of investment (ROI) of each event execution based on their objectives and aims. For example, the indicator of a successful event can be determined through the audience and spectators' evaluation, numbers of participants and coverage of the events, and also income generated from the event activities.

1.4 Problem Formulation and Diagnosis

The TOWS analysis was used to examine this Events Department's (EVD) present performance in order to find the key problem and difficulties in this research. A TOWS analysis is an expanded version of the SWOT Analysis framework that analyses the organisation's strengths, weaknesses, opportunities, and threats and solutions for balancing strengths with opportunities and weaknesses. Weihrich, H. (1982) stated that providing plans and solutions after finishing the business's SWOT analysis is a tremendously important stage that allows the organisation to take additional action based on the study. TOWS becomes a far more helpful matrix than a solitary SWOT and an apparent next step when the interaction between internal and external elements is added.

The fundamental goal of a TOWS Analysis is to lessen threats, capitalise on opportunities, exploit strengths, and finally eliminate weaknesses. Therefore, a thorough and in-depth review with TOWS would offer specifics of the SWOT and some statistics to help judge the firm's general direction. The critical distinction between TOWS and SWOT is examining the links between internal and external variables, analysing how the aspects are interrelated, influenced, and influence each other. According to Asadpourian, Rahimian, and Gholamrezai (2020), TOWS has several benefits, including the following are first, it is simple to understand and complete; second, it provides a good analysis of both internal and external issues; third, it focuses on the positive and negative; and finally, it leads to actions to improve the organisation's current position.

However, the literature also highlights the limitations of TOWS, which include it being too broad to be used to make decisions; it also lacks a method to strengthen the importance of the risk element; it takes longer to complete than other frameworks; and finally, the manager is required to have a good knowledge of both internal and external issues to complete it. Therefore, the TOWS application for this event department has been converted into the TOWS analysis matrix shown in Table 1.1.

Table 1.1 below has been developed to analyze the current situation and performance of the EVD department based on strengths, weaknesses, opportunities, and threats. Later, the table proposes the potential solution and action to be taken or considered to improve the performance or minimize the department’s problem or issues. After identifying the problem and issues and possible remedies, this research will conduct a survey among the employees within the organization to identify the contributing factor to improve the departments’ performance and eliminate the barrier to optimize the opportunities.

Table 1.1: The EVD TOWS Matrix Analysis

	Internal Factors	
	Strengths	Weakness
Internal factors	<ul style="list-style-type: none"> a. Strong support by the top management. b. Highly motivated and experienced manpower. c. Highly focus on job responsibility and roles of each staff. 	<ul style="list-style-type: none"> a. Insufficient manpower. b. Too many events at times/overlapping events for different stakeholders. c. Multi-level approval and decision making. d. Too many ad-hoc event requests.

		<ul style="list-style-type: none"> d. Healthy allocation for the annual budget for the department. e. Highly dynamic for change. 	<ul style="list-style-type: none"> e. Weak in event planning procedures and post-event reporting.
External Factors			
External factors	<p>Opportunities</p> <ul style="list-style-type: none"> a. Emerging need for particular service. b. New technologies. c. Internet access. d. Favourable target market due to changing customer demands. e. Support from local authorities. 	<p>Strengths to Opportunities Strategies</p> <ul style="list-style-type: none"> a. Expand the number of manpower for emerging need of the service. b. Internet exposure for media coverage and public awareness to communicate the dynamic changes. c. Focus on job responsibilities and roles of staffs to support the changing customer demands. d. Utilize the annual budget for new technologies. e. Collaboration of top managements 	<p>Weaknesses to Opportunities Strategies</p> <ul style="list-style-type: none"> a. Open for internship and apprentice programs. b. Sharing the manpower for multitasking. c. Evaluate the situation and introduce new flows of works. d. Empower talent and multitasking interdepartmental. e. Establish a new standard for managing the events.

		and local authorities.	
	<p style="text-align: center;">Threats</p> <p>a. Economic changes.</p> <p>b. Quality of vendors and contractors.</p> <p>c. Taxes.</p> <p>d. Political interference.</p> <p>e. Natural disaster / contagious disease.</p>	<p style="text-align: center;">Strengths to Threats Strategies</p> <p>a. Strengthen the vision and mission of the organization with clear objectives.</p> <p>b. Identify the quality /reputation of the vendor as a partner.</p> <p>c. Increase the roles and visibility of the department.</p> <p>d. Re-evaluate the spending pattern and reduce the unnecessary expenditure.</p> <p>e. Adapt and negotiate with the situation to reduce the impacts.</p>	<p style="text-align: center;">Weaknesses to Threats Strategies</p> <p>a. Reshuffle the manpower to increase diversification.</p> <p>b. Review and evaluate vendor performance.</p> <p>c. Strengthen and expand the function of the department.</p> <p>d. Develop an annual business plan to secure a budget.</p> <p>e. Strengthen the procedures to minimize the political impacts.</p>

Internal and external aspects of EVD in MCMC will be matched in a TOWS study to assist the finding of suitable strategy options for the research to pursue. The TOWS analysis will not recommend a specific strategy, but it will highlight areas where the action is required and give some insight on what that action should be. For the purposes of this study, the researcher will concentrate on the WO (Weaknesses-Opportunities) and ST (Strengths-Threats).

1.5 Research Objectives

This research has been designed to meet the following objectives:

- (a) To analyze the Events Department (EVD) critical success factors and key performance indicators in organizing the event.
- (b) To identify the attributes of critical success factors for organizational event projects.
- (c) To propose and recommend the EVD action plan to strengthen the workflows in organizing the event.

1.6 Research Questions

The following research question has been designed to provide direction for this research to meet the research objectives:

- a) What are the critical success factors and key performance indicators of the event department in organizing the event?
- b) What are the attributes of critical success factors for the organizational events?
- c) Do the current practices of the department in organizing the event effectively work for the department?

1.7 Importance of the Research

This research has been designed purposely to contribute to the following factors:

(a) The MCMC Organization

This research contributes significantly to MCMC organization specifically to standardize the operation and procedures to organize an event. Events Department (EVD) in MCMC would be easier to organize and manage the event with comprehensive systems and standards. The EVD also becomes a moderator between the MCMC and the external party to ensure the event meets the objectives and is successfully conducted. The research also may contribute to the MCMC to minimize the overspending of budget or leakage of money spent on the event. Other than that, with a clear standard of the event at MCMC, the organization could also benefit the stakeholders and external parties that work together to meet the event's objective.

(b) The UTM Institution

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(c) Theoretical

The demand for event planners is likely to rise as globalization continues and businesses and groups appreciate the benefit of properly managed meetings, conventions, and events. Despite the widespread use of technological communication, face-to-face interaction is still an important tool for professional networking and collaboration. This has increased the necessity for these parties to interact in person, fuelling the demand for meeting planners. The overall significance of the research is to identify and improve the event management process through an action research process. The findings of this research will redound to the benefits of literature considering the insights on the important factors that contributes to the success of managing events.

1.8 The Definition of Terms

The following terms are used in this research context as variables to be studied to meet this research's objective. The definition was derived from literature and translated into this research application and understanding.

(a) Event Critical Success Factors (CSFs)

Event Critical Success Elements, also known as event key outcomes areas, are factors that determine an event's success or failure in terms of meeting the objectives of following a schedule, staying within a budget, and attaining a high level of performance (Cleland and King, 1983).

Rockart (1979) identified four different types of CSFs:

- (i) Industry factors – Industry factors are provided by the unique characteristics of the events management industry. These are the actions that event management businesses must follow to remain competitive in this sector.

- (ii) Environmental factors – Examples of macro-environmental impacts on the events management sector include the business climate, the economy, rivals, and technological developments.
- (iii) Strategic factors – Strategic factors result from an event management company's distinct competitive strategy. This might include the company's positioning and marketing, as well as whether it is a high-volume, low-cost manufacturer or a low-volume, high-cost manufacturer.
- (iv) Temporal factors – Temporal variables emerge as a result of internal changes and growth in event management firms, and they are often ephemeral. Specific barriers, impediments, directions, and influences will determine these CSFs.

(b) Event Key Performance Indicators (KPIs)

Key performance indicators (KPIs) are measurable statistics used to evaluate a company's overall long-term performance in order to identify strategic, financial, and operational successes, particularly when compared to those of other organisations in the same sector (De Toni and Tonchia, 2001). In the context of event management, KPIs are a set of success factors that must be met for the event/project to be completed on time, under budget, and according to performance requirements that can be readily assessed and reviewed.

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