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Adoption and Structural Dimensions of Sustainable Event Management Practices in Delhi-NCR: An Empirical Study

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Abstract

This study examines the adoption and structural dimensions of sustainable event management practices in the Delhi-NCR region, a major hub for events and exhibitions in India. A quantitative and empirical approach was adopted, with primary data collected from 402 event professionals using a structured questionnaire based on a five-point Likert scale. Data were gathered between January and March 2026 using purposive and convenience sampling. The study aims to assess differences in the adoption levels of selected sustainable strategies and to identify their underlying dimensions. The Friedman Test revealed significant differences in adoption levels, with higher preference for cost-effective practices such as reusable décor and digital invitations, and lower adoption of practices like sustainable transport and reporting. Further, Exploratory Factor Analysis identified two key dimensions: environmental and resource efficiency practices, and operational and strategic sustainability practices. The study provides useful insights for enhancing sustainability adoption in the event industry.

Keywords: Adoption, Sustainable dimensions, Event management, Delhi-NCR

1. Introduction

The discipline of event management has evolved significantly from its non-formal roots to today as a structured, professional practice with international scope. Through history, events have served a central role in human society as a means of cultural expression, religious rites, political assemblies, and social cohesion (Amosco & Galigao, 2024). Ancient cultures like Egypt, Greece, and Rome held elaborate public affairs such as festivals, gladiatorial games, and parades of royalty that were at once ceremonially meaningful and entertaining (Jennings, 2021). Likewise, in Asia, large events like Chinese imperial celebrations, Indian religious fair like the Kumbh Mela (Sharma, 2025), and Japanese tea ceremonies were reflective of a rich cultural attachment to ritual and collective celebration (Li, 2024). These events, although without the benefit of modern management tools, were carefully planned and exhibited early forms of coordination, resource distribution, and logistics. The industrial revolution and increase in urbanization during the 18th and 19th centuries brought a major shift with the onset of mass exhibition and trade fairs, e.g.., the great exhibition of 1851 in London, where industrial advancements were presented to display before the world at large (Jones, 2022).

Green event management has become most preferred in the international events sector, driven by heightened environmental consciousness, increasing social awareness, and the realization that financial profitability must be balance against sound business practices (Gulak-Lipka et al.,2020). All events-conferences, exhibition, festivals, and mass cultural or sporting events-use extensive resources, produce worth of attention waste, and have adverse effects

on the local ecosystem and communities (Iyer et al.,2025). Past models of event management gave precedence to profitability and efficiency over sustainability, with the result being high carbon usage, depletion of natural resources, and sufficient concern for inclusivity or social impact. Over the past decades, this paradigm has evolved as stakeholders such as governments, business clients, non-governmental organizations, and customers more and more increasingly emphasize on events that represent environmental, social, and economic responsibility (Mair & Smith, 2022). Sustainable event management embraces practice of environmental stewardship, social justice, and financial sustainability into all stages of event planning and execution, ensuring minimizing environmental impacts and enhanced stakeholder value (Dolasinski et al., 2025).

As sustainability in the event management has gaining popularity, it becomes important to systematically examine the sustainable practices adopted in event management industry. Although there exist few studies on sustainability in event management but there remains a limited understanding of underlying patterns of sustainable practices in the event management industry of Delhi-NCR. Therefore, present research aims to examine the adoption and structural dimensions of sustainable event management practices in Delhi-NCR. This research aims to identify the factors of sustainable practices influencing event management industry of Delhi-NCR. The findings of this study will provide meaningful insights for event professionals, policymakers, and stakeholders to enhance sustainable event planning and execution.

2. Review Of Literature

2.1 Concept of Sustainable Event Management

The idea of sustainable event management has surfaced as an essential model across the global event industry. In the growing consciousness regarding environmental, social, and economic responsibility inherent in organize and executing event of different magnitude. Sustainable event management is the process of the event planning, implantation and evaluate in the way that reduce negative environment effect, promotes social inclusivity, and ensure economic viability (Tinakhat & viriyanchaikul, 2023). It extend above conventional event management practices by integrating sustainable practice into all aspects of event organization, from venue and supplier selection to waste disposal, energy consumption, transportation, and community participation (Nawarathna & Arachchi, 2021). From the environmental perspective, sustainable event management focuses on reducing the environmental impact of events by ensuring resource use efficiency, waste reduction, and carbon management (Nwabuwe & Odirin, 2024). This mediates the adoption of practices such as selecting eco-certified venues, employing renewable energy, ensuring sustainable transport means, minimizing single –use plastics, and adhering responsible procurement. Sustainable event management signifies a fundamental transition from short-term benefits to enduring legacies such that events leave lasting positive social impacts, foster economic resilience and safeguard the natural environment (Toyirova et al., 2025).

2.2 Determinants and Factors Influencing Sustainable Event Practices

The implementation of eco-friendly methods within the field of event management is shaped by a variety of drivers operating across organizational, industrial, and societal frameworks. Sustainability in this sector is not achieved in isolation; rather, it results from complex interactions between environmental awareness, legislative frameworks, corporate culture, the demands of stakeholders, technological advancements, and economic pressures (Wang & Manopimoke, 2023). Grasping these influences is vital for distinguishing between organizations that genuinely integrate sustainable values and those that merely adopt superficial or symbolic gestures. A primary catalyst for sustainable shifts is the growing public consciousness regarding ecological challenges and a clearer understanding of the heavy environmental footprint left by the event industry (Gonçalves et al., 2025). Large-scale gatherings, in

particular, consume immense quantities of electricity, water, and food while generating significant waste and carbon emissions (Sukumaran, 2022).

As global communities face escalating crises such as climate change, ecological degradation, and waste management failures, there is a powerful global drive to mitigate the environmental impact of all human activities, including events. Consequently, event planners are facing heightened pressure to adopt sustainable behaviors, such as eliminating single-use plastics, promoting recycling and composting, prioritizing local organic catering, and utilizing renewable energy sources (Bose, 2025). Environmental accountability, encouraged by global initiatives such as the United Nations Sustainable Development goals (SDGs), has become a key factor shaping sustainable event practices. Events are no longer judged solely on their success in entertainment or knowledge sharing, but increasingly on whether they leave a positive environmental impact (Muskat & Mair, 2020)

Government laws and directives policies also play an important role in promoting sustainable event practices. In many regions, policies related to waste management, energy efficiency, carbon emission reduction, and accessibility directly affect how events are planned and carried out. For example, cities hosting large-scale events such as the Olympics or exposition often enforce strict environment and social sustainability standards for event's organizer (Wheatley,2024). In Europe, where environmental rules are particularly strict, event organization are required to adopt sustainable practices to adopt sustainable practices to meet compliance requirements (hu et al., 2024). In addition, certifications such as ISO 20121 and the Events Industry Council's Sustainable Events standards act as quasi-regulatory instruments that encourage organizations to systematically integrate sustainability into their operation (Vasovic et al., 2025). Therefore, the policy environment in which an event takes place is a crucial factor in determining whether sustainability is adopted voluntarily as a value-driven effort or imposed as a compliance requirement.

3. Research Objectives

- To examine the differences in the adoption levels of selected sustainable event management strategies among event professionals in Delhi-NCR.
- To identify and analyze the underlying structural dimensions of selected sustainable event management practices using Factor Analysis.

4. Research Hypotheses

- Null Hypothesis (H_{01}): There is no significant difference in the adoption levels of selected sustainable event management strategies among event professionals.
- Alternative Hypothesis (H_{11}): There is a significant difference in the adoption levels of selected sustainable event management strategies among event professionals.
- Null Hypothesis (H_{02}): There is no significant underlying factor structure among the selected sustainable event management practices.
- Alternative Hypothesis (H_{12}): There is a significant underlying factor structure among the selected sustainable event management practices.

5. Research Methodology

The present research adopts a quantitative, descriptive and empirical research design to examine the objectives of the study. The area of the study covers the region of Delhi-NCR and specifically includes metropolitan cities like Delhi,

Gurugram, Ghaziabad, Noida and Faridabad. These cities are recognized as major hub for events and exhibitions in India. The target population of the present research includes professionals and stakeholders of event management industry of Delhi-NCR and includes various demographic profiles. A non-probability sampling technique is used and specifically purposive and convenience sampling technique is used for the data collection. The primary source of data collection is structured questionnaire which is distributed through online and offline modes. Questionnaire is distributed to almost 710 respondents and out of which 410 had filled the form and after screening, 402 responses were found valid and complete. Data is collected between January and March 2026. The questionnaire included two sections. The first section of the questionnaire included questions on demographic profile of respondents and second section of the questionnaire included 15 questions on sustainable event management practices on a five point-likert scale of strongly disagree to strongly agree. Reliability analysis using Cronbach's Alpha indicated high internal consistency ($\alpha = 0.973$ overall; $\alpha = 0.942$ for selected items). Normality analysis indicated that data is non-normally distributed. Therefore, non-parametric tests have been used. To achieve the first objective non-parametric test Friedman statistics have been utilized and to achieve the second objective, exploratory factor analysis have been used. The collected data were coded, screened, and analyzed using appropriate statistical tools to ensure validity and reliability of the findings.

6. Data Analysis And Interpretation

6.1 Demographic Profile of Respondents

Table 1: Demographic profile of respondents

Demographic Variable	Category	Frequency	Percentage
Gender	Male	241	60.0
	Female	161	40.0
Age	Below 25 years	72	17.9
	26-35 years	148	36.8
	36-45 years	92	22.9
	46-55 years	59	14.7
	Above 55 years	31	7.7
Marital Status	Single	211	52.5
	Married	183	45.5
	Prefer not to say	8	2.0
Educational Qualification	Diploma	56	13.9
	Graduate	146	36.3
	Postgraduate	119	29.6
	Doctorate	9	2.2
	Professional certification	56	13.9
	Other	16	4.0
Occupation	Event Organizer	42	10.4
	Event Manager/Coordinator	59	14.7
	Operations & Logistics Staff	104	25.9
	Marketing & Client Servicing Staff	54	13.4
	Technical / Production Staff	83	20.6
	Vendor/Supplier	36	9.0

	Finance / Budget & Procurement Manager	16	4.0
	Other	8	2.0
Annual Income	Below Rs. 3 Lakhs	60	14.9
	Rs. 3-6 Lakhs	104	25.9
	Rs. 6-10 Lakhs	122	30.3
	Rs. 10-15 Lakhs	68	16.9
	Above Rs. 15 Lakhs	48	11.9
Event Type Frequently Associated with	Corporate Events	104	25.9
	Weddings	79	19.7
	Exhibitions/Trade Fairs	59	14.7
	Cultural Festivals	46	11.4
	Conferences/MICE	59	14.7
	Government Events	32	8.0
	Sports Events	23	5.7

6.2 Differences in the Adoption Levels of Selected Sustainable Event Management Strategies

The first objective of the study is to examine the differences in the adoption levels of selected sustainable event management strategies among event management companies in Delhi-NCR. Questions to respondents were asked on 15 variables covering important sustainable event management practices on a five point likert scale of strongly disagree to strongly agree. To achieve the first objective, below hypothesis is formulated:

Null Hypothesis (H_{01}): There is no significant difference in the adoption levels of selected sustainable event management strategies among event professionals.

Alternative Hypothesis (H_{11}): There is a significant difference in the adoption levels of selected sustainable event management strategies among event professionals.

Table 2: Friedman test statistics for sustainable event practices

Test Statistics[a]	
N	402
Chi-Square	142.744
df	14
Asymp. Sig.	.000
a. Friedman Test	

As the data is non-normal, therefore, Friedman test which is a non-parametric test has been used to understand the significant difference in the adoption of selected sustainable event management practices. Table 2 is showing findings of Friedman test statistics with Chi-square value of 142.744 and significance value of 0.000 which is less than standard significance level of 0.05. Thus, this can be concluded that there exists a significant difference in the adoption levels

of selected sustainable event management strategies among event professionals. Thus, null hypothesis is rejected and alternative hypothesis (H_{11}) is accepted.

Table 3: Mean rank of sustainable event practices

Ranks	
	Mean Rank
Events use eco-friendly venue selection criteria.	7.14
Sustainable procurement policies are followed.	7.75
Local suppliers are prioritized	8.63
Digital invitations reduce paper usage.	8.69
Waste segregation is practiced during events.	8.02
Energy-efficient lighting is used.	8.34
Water conservation measures are adopted.	8.60
Reusable décor materials are encouraged	8.77
Carbon footprint assessment is conducted.	7.73
Green certifications are pursued.	8.04
Sustainable transport options are promoted.	6.56
Plastic-free policies are implemented.	8.00
Sustainable catering practices are adopted.	8.06
Vendors are trained in sustainability practices.	8.29
Sustainability reporting is documented post-event.	7.38

Questions to respondents were asked on 15 sustainable event management practice on a five point likert scale. Table 4.22 is showing findings of mean ranks of sustainable event management practices. The mean rank values show relative level of adoption of sustainable event management practices. Higher mean rank means greater adoption of sustainable practice and lower mean ranks indicates lesser level of adoption of sustainable practice by event management companies. Highest mean rank is for reusable décor materials (mean rank- 8.77) followed by use of digital innovations (mean rank- 8.69), local suppliers are prioritized (mean rank- 8.63) and water conservation practices (mean rank-8.60). Fifth most important sustainable practice exercised by event management company is use of energy-efficient lighting (mean rank- 8.34). These findings suggest that event management companies are more inclined towards easily implementable and cost effective sustainable practices which directly reduce waste and resource consumption.

Next largely followed sustainable event management practice is vendor training regarding sustainable practices (mean rank- 8.29) followed by sustainable catering (mean rank- 8.06), applying for green certifications

(mean rank- 8.04), waste segregation (mean rank- 8.02) and plastic free policies (mean rank- 8.00). these five practices are moderately exercised by the event management companies. This suggests that while these sustainable practices are recognized by event management companies but their implementation may need extra cost, effort and expertise.

Lower ranked sustainable practices include sustainable procurement policies (mean rank- 7.75) followed by carbon footprint assessment of events (mean rank-7.73), documentation of sustainable reporting (mean rank- 7.38), eco-friendly venue selection (mean rank- 7.14) and sustainable transport options (mean rank- 6.56). These five practices are least adopted sustainable practices by event management companies and this may be due to higher costs involved and limited infrastructure available with event management companies. It is clearly evident that there exists a significant difference in the adoption levels of selected sustainable event management strategies among event professionals. Thus, null hypothesis is rejected and alternative hypothesis (H_{11}) is accepted. Hence first objective is achieved.

6.3 Underlying Structural Dimensions of Selected Sustainable Event Management Practices

The second objective is to identify and analyze the underlying structural dimensions of selected sustainable event management practices using Factor Analysis. To achieve the second objective, following hypothesis have been formulated:

Null Hypothesis (H_{02}): There is no significant underlying factor structure among the selected sustainable event management practices.

Alternative Hypothesis (H_{12}): There is a significant underlying factor structure among the selected sustainable event management practices.

Table 4: KMO and Bartlett's test for sustainable event management practices.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.945
Bartlett's Test of Sphericity	Approx. Chi-Square	3974.359
	df	105
	Sig.	.000

Table 4 is indicating KMO and Bartlett test of Sphericity for sustainable event management practices. The value of Kaiser-Meyer-Olkin (KMO) test is 0.945 which suggests that data is highly adequate and suitable to perform factor analysis. The significance value of Bartlett's test of Sphericity is 0.000 which is less than standard significance level of 0.05 and this confirms that there is sufficient correlation among all the 15 variables and factor analysis can be appropriately applied for further analysis.

Table 5: Total variance explained for sustainable event management practices

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.303	55.352	55.352	8.303	55.352	55.352	5.612	37.411	37.411
2	1.348	8.987	64.339	1.348	8.987	64.339	4.039	26.927	64.339
3	.704	4.693	69.032						
4	.634	4.224	73.256						
5	.599	3.992	77.247						
6	.563	3.755	81.002						
7	.444	2.962	83.964						
8	.403	2.687	86.650						
9	.389	2.595	89.245						
10	.301	2.008	91.254						
11	.290	1.931	93.185						
12	.282	1.880	95.064						
13	.276	1.838	96.902						
14	.243	1.617	98.519						
15	.222	1.481	100.000						
Extraction Method: Principal Component Analysis.									

Table 5 is indicating total variance explained for sustainable event management practices. This table has shown that only two components have eigenvalue greater than 1. These two extracted factors together accounts for 64.339% of the total variance which is generally accepted in social science researches. After rotation, the first factor has shown a variance of 37.411 and second factor has shown a variance of 26.927. These findings suggest that these extracted two factors explain a substantial portion of the sustainable event management practices and majority of information in the dataset can be explained by these two underlying factors.

Table 6: Rotated component matrix for sustainable event management practices

Rotated Component Matrix[a]		
	Component	
	1	2
Waste segregation is practiced during events.	.759	
Energy-efficient lighting is used.	.748	
Sustainable procurement policies are followed.	.738	
Water conservation measures are adopted.	.734	
Events use eco-friendly venue selection criteria.	.725	
Local suppliers are prioritized	.704	
Carbon footprint assessment is conducted.	.698	
Reusable décor materials are encouraged	.697	
Green certifications are pursued.	.688	
Digital invitations reduce paper usage.	.675	
Sustainable catering practices are adopted.		.832
Vendors are trained in sustainability practices.		.818
Plastic-free policies are implemented.		.808
Sustainable transport options are promoted.		.753
Sustainability reporting is documented post-event.		.629
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Table 6 is representing rotated component matrix indicating factor loadings of variables. This matrix helps in grouping of sustainable event management practices into underlying factors based on their factor loading. The variables under each factor are presented in descending order based on their factor loadings. Higher loading values indicating a stronger association of the variable with the respective factor. This table has shown clearly that two components have been emerged which means that selected sustainable practices can be classified into two major components of sustainable event management.

Table 7: Sustainable practices factor names and their underlying variables

Factor 1: Environmental and Resource Efficiency Practices	**Factor 2: Operational and Strategic Sustainability Practices**
Waste segregation is practiced during events. Energy-efficient lighting is used. Sustainable procurement policies are followed. Water conservation measures are adopted. Events use eco-friendly venue selection criteria. Local suppliers are prioritized Carbon footprint assessment is conducted. Reusable décor materials are encouraged Green certifications are pursued. Digital invitations reduce paper usage.	Sustainable catering practices are adopted. Vendors are trained in sustainability practices. Plastic-free policies are implemented. Sustainable transport options are promoted. Sustainability reporting is documented post-event.

The rotated component matrix has grouped 15 variables of sustainable event management practices into two groups namely environmental and resource efficiency practices and operational and strategic sustainability practices. This classification simplifies the understanding of sustainable event strategies. This classification highlights that sustainability in event management is driven by both on-ground environmental actions and managerial or policy-level initiatives. As findings have extracted two factors, therefore null hypothesis is rejected and alternative hypothesis (H_{12}) i.e. there is a significant underlying factor structure among the selected sustainable event management practices is accepted.

Hence, the second objective of the study is achieved.

7. Conclusions

The first objective of the study is to examine the differences in the adoption levels of selected sustainable event management strategies among event professionals in Delhi-NCR. The findings of the first objective revealed that there exists a significant difference in the adoption levels of selected sustainable event management strategies among event professionals. Findings of the Friedman test indicated that reusable décor materials followed by use of digital innovations, local suppliers are prioritized and water conservation practices are highly adopted, indicating a preference for cost-effective and easily implementable sustainability measures. Sustainable practices such as sustainable procurement policies followed by carbon footprint assessment of events, documentation of sustainable reporting, eco-friendly venue selection and sustainable transport options are comparatively less adopted due to higher costs, infrastructural limitations, and operational complexities. The second objective is to identify and analyze the underlying structural dimensions of selected sustainable event management practices. Exploratory factor analysis method is used to identify the underlying structural dimensions of selected sustainable event management practices. The findings of the test identified two significant underlying dimensions, namely Environmental and Resource Efficiency Practices and Operational and Strategic Sustainability Practices, which together explain a substantial proportion of the total variance. This demonstrates that sustainable event management is a multidimensional concept driven by both operational-level implementation and strategic-level planning.

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