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## EVOLUTION OF COMMUNICATION PRACTICES IN EVENT MANAGEMENT

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### Abstract:

This chronological literature review examines the evolution of communication practices in event management. Despite this growth, the literature remains fragmented across disciplinary boundaries, making it difficult to trace how communication functions in event management have developed over time and how key thematic shifts have shaped the field. To address this gap, the study applied a systematic advanced search strategy using the Scopus database, guided by the principal keywords *event management*, *communication*, and *event marketing*. The search and screening process produced a final dataset of 96 primary studies for detailed review and synthesis. For chronological interpretation, the selected studies were organised into four analytical phases: Emergent Foundations (1994-2008), Conceptual Development (2009-2015), Digital Expansion and Consolidation (2016-2019), and Data-Driven and Post-Pandemic Transformation (2020-2026). The review revealed that early studies primarily approached communication as a supporting tool for coordination, promotion, and stakeholder contact, while the second phase reflected broader conceptual engagement with public relations, community participation, branding, and event learning. The third phase demonstrated a marked shift towards digital interaction, user-generated content, online engagement, and technology-supported communication practices. In the most recent phase, communication became increasingly data-driven, strategic, and integrated with crisis response, sustainability, Artificial Intelligence (AI), platformisation, and adaptive governance. Overall, the findings indicate that communication in event management has evolved from a largely operational function into a multidimensional strategic capability that shapes stakeholder relations, event experience, legitimacy, and

long-term resilience. This review contributes a structured temporal understanding of the field and offers a foundation for future research on communication innovation, event sustainability, and digitally mediated stakeholder engagement.

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Communication, Digital Communication, Event Management,  
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## Introduction

Communication in event management has evolved from simple, one-way information sharing into multi-channel, stakeholder-focused systems that support planning, coordination, reputation-building, and audience engagement. While early approaches treated events mainly as logistical and promotional tasks, contemporary practice positions communication as a strategic function embedded across research, design, planning, delivery, and evaluation (Potapiuk et al., 2025; Riamelia & Priyatna, 2025; Setiawan et al., 2025; Shelginskaya, 2025; Syahputri & Nugrahani, 2024). This evolution is driven by the growing strategic role of events in marketing, public administration, cultural policy, and social development (Larina, 2025; Larina et al., 2024; Potapiuk et al., 2025; Shelginskaya, 2025; Vovk et al., 2025).

Modern event communication is characterised by multi-channel, digital, and interactive practices that integrate face-to-face and online dimensions through social media, messaging apps, and hybrid formats to extend engagement across pre-event, live, and post-event stages (Di Martino & Swiatek, 2024; Kazanskaia, 2025; Nafisah & Agustin, 2024; Octory et al., 2025; Shelginskaya, 2024; Syahputri & Nugrahani, 2024). Communication flows now include vertical, horizontal, and diagonal exchanges within teams and with external stakeholders, supporting collaboration, crisis preparedness, and real-time coordination (Nafisah & Agustin, 2024; Octory et al., 2025; Setiawan et al., 2025). Large-scale events also involve “events-within-events” and digital twins that amplify emotional experiences and brand meanings online (Alsulaiman & Rentner, 2024; Di Martino & Swiatek, 2024; Shelginskaya, 2025). In public and non-profit sectors, event communication further supports transparency, stakeholder dialogue, advocacy, community-building, and sustained trust through audience segmentation, channel selection, and post-event follow-up (Awoyemi et al., 2025; Kazanskaia, 2025; Larina, 2025; Larina et al., 2024; Vovk et al., 2025).

## Literature Review

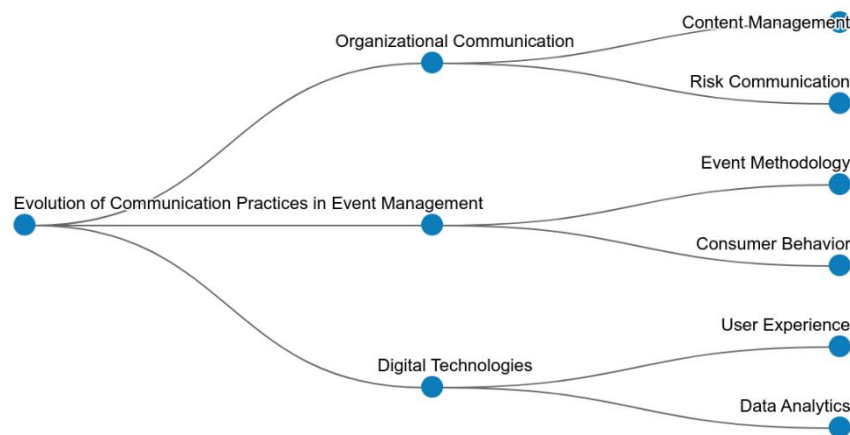
The evolution of communication practices in event management reflects the interaction between technological advancement, strategic planning, and stakeholder engagement. Over

time, communication has shifted from traditional methods to more integrated and technology-driven approaches that enhance event efficiency and impact.

Effective communication remains central to event management through relationship-building, stakeholder engagement, and immersive storytelling. Virtual events and digital technologies have transformed event planning, delivery, experience creation, stakeholder relations, and communication evaluation (Mazza, 2024; Saravana Gokul et al., 2024). Storytelling and dramaturgy further strengthen audience engagement, while modelling languages and systematic design frameworks support precision and consistency in event planning (Mazza, 2024; Thomas et al., 2008).

The adoption of Information and Communication Technologies (ICTs) has further reshaped event communication. Artificial Intelligence (AI)-powered chatbots, predictive analytics, and virtual reality enhance operational efficiency, personalise attendee experiences, and improve resource allocation (Çeltek, 2025; Kulshreshtha & Webster, 2024). Social media also enables real-time interaction, content sharing, and audience engagement across event phases (Gómez, 2014; Monda et al., 2024). However, these developments create challenges, including role ambiguity and the need for workforce skill development in event organisations (Kellett & Anne-Marie, 2013).

Collaboration and leadership remain pivotal in modern event communication. Transparent channels, proactive stakeholder engagement, and structured frameworks improve collaboration, event quality, and attendee satisfaction (Shah et al., 2025). Strategic communication and interpersonal sensitivity are also essential in managing temporary and high-stakes event environments, although conflicting priorities and power imbalances continue to require innovative stakeholder alignment strategies (Abson, 2017; Shah et al., 2025).



**Figure 1: Concept Map Illustrating the Evolution of Communication Practices in Event Management**

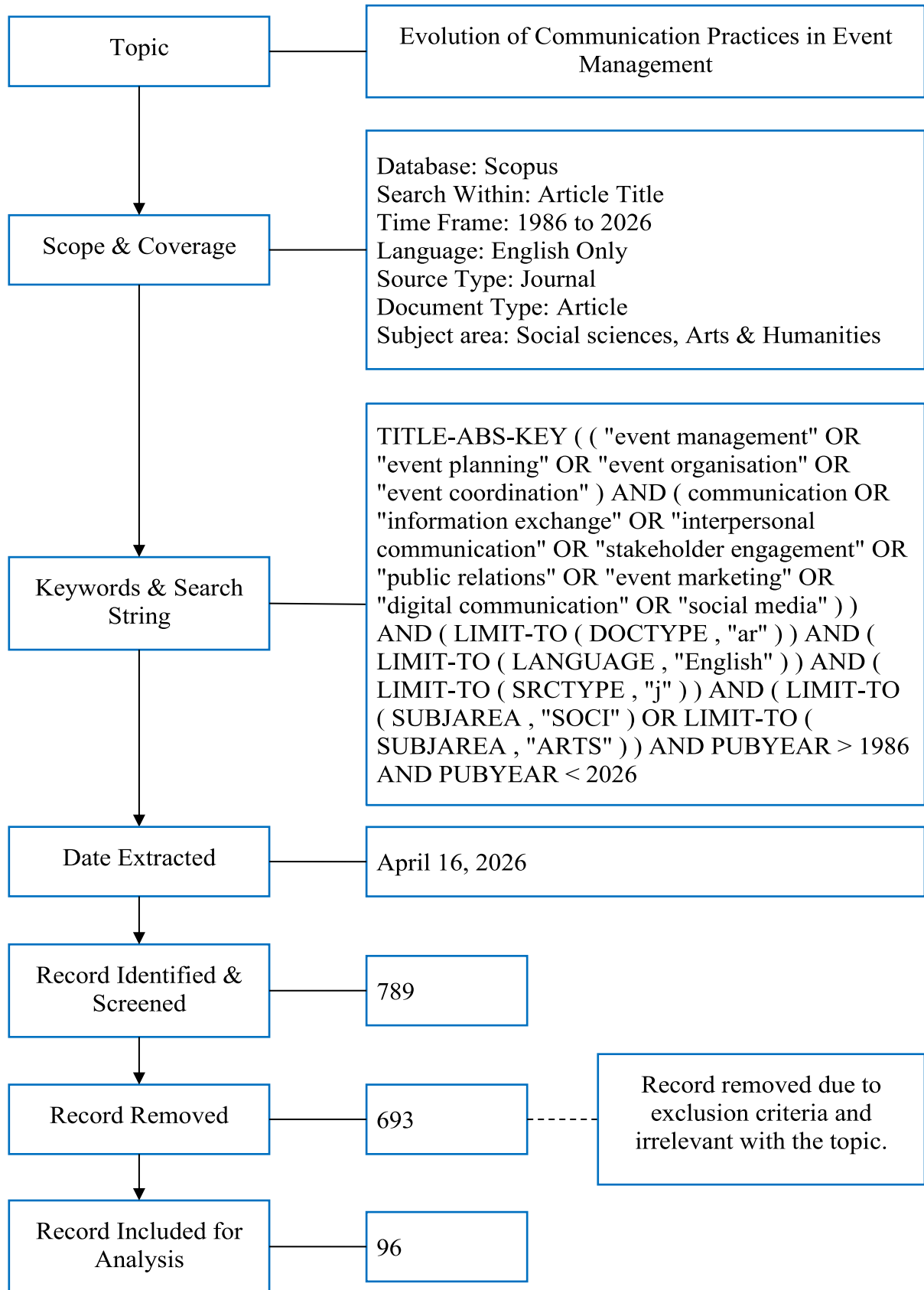
Collectively, as illustrated in Figure 1, the evolution of communication practices in event management highlights the increasing role of technology, strategic planning, and collaborative frameworks in enhancing operational efficiency and attendee engagement. These developments position communication as a central component of effective event management.

## Materials and Methods

### *Data Collection*

The evolution of communication practices in event management reflects broader transformations in organisational strategy, stakeholder engagement, and technological advancement, requiring a systematic longitudinal examination. This chronological review maps the progression of communication approaches by identifying temporal patterns, shifts in dominant strategies, and emerging trends across different periods. A single-step data collection process was conducted using the Scopus database, which provides extensive coverage of peer-reviewed academic literature. A structured search string incorporating key terms related to event management and communication practices was used to retrieve relevant publications. The search was refined through inclusion criteria limited to English-language journal articles within Social Sciences and Arts and Humanities to ensure disciplinary relevance. This structured approach reduces selection bias, supports consistency, and strengthens the interpretability of publication trends over time. By using a clearly defined dataset, the study develops a coherent account of how communication practices in event management have evolved from traditional, one-directional information dissemination to interactive, digitally mediated, and data-driven forms of engagement.

The procedure for literature retrieval is illustrated in Figure 2. This study adopts a systematic review approach structured into three principal phases to ensure the identification of relevant and high-quality publications. The first phase involves keyword identification, where core terms and their related expressions are systematically derived from encyclopedias, dictionaries, thesauri, and existing scholarly works. Based on this process, a set of refined search strings was subsequently constructed and applied within Scopus to retrieve pertinent records. Given that peer-reviewed journal articles represent the most reliable source of scholarly evidence, only research papers were considered for inclusion. Accordingly, non-article materials such as conference proceedings, book chapters, books, book series, meta-syntheses, meta-analyses, and review papers were excluded from the analysis. Furthermore, the dataset was restricted to publications in the English language to maintain consistency and comparability. After applying these predefined criteria, 96 publications were selected for subsequent analysis.



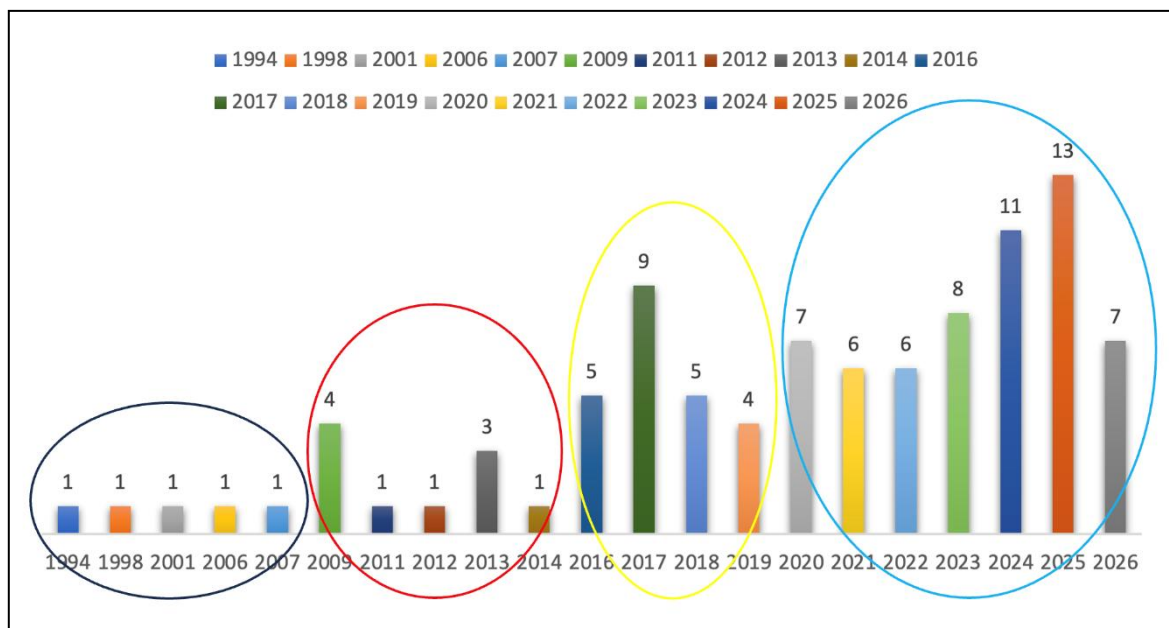
**Figure 2: Flow Diagram of the Search Strategy**

Source: Moher et al. (2009)

The Scopus search initially yielded 789 records. Following screening based on the predefined inclusion and exclusion criteria, 693 records were removed due to thematic irrelevance, duplication, or weak alignment with the focus of communication practices in event management. The remaining 96 journal articles were included for in-depth chronological analysis, providing the final dataset for identifying publication trends and temporal developments in the field.

### Data Clustering

In a chronological review of the evolution of communication practices in event management, clustering publication data into temporal phases is essential for improving the clarity and interpretability of longitudinal trends. Although the dataset was systematically retrieved from Scopus using carefully constructed keywords and advanced search strategies, publication counts by year offer limited analytical value unless organised into meaningful clusters. By grouping years according to publication volume and growth patterns, clustering helps identify shifts in research productivity, emerging thematic priorities, and periods of consolidation or acceleration. This approach transforms raw numerical data into structured developmental phases and supports comparison across time periods. In event management, where communication practices have evolved alongside digital transformation and changing audience dynamics, temporal clustering reveals how research attention has moved from foundational communication concepts to more complex, data-driven, and interactive models.



**Figure 3: Number of Documents per Year**

Based on the distribution of publication output over time (Figure 3), the dataset demonstrates a clear progression from sporadic scholarly attention to sustained, accelerated research activity, enabling meaningful clustering into four distinct temporal phases. These phases are not arbitrarily defined. Instead, they are grounded in observable shifts in publication intensity, reflecting the maturation and transformation of communication practices within event management:

### ***Phase 1: Emergent Foundations (1994-2008)***

This initial phase is characterised by very low and sporadic publication output, with only isolated studies appearing between 1994 and 2007. During this period, communication in event management had not yet emerged as a distinct scholarly focus but was mainly embedded within broader discussions of event planning and organisational coordination. The limited output reflects a nascent research landscape in which communication remained largely operational and relied on traditional, one-directional channels such as print media and interpersonal coordination.

### ***Phase 2: Conceptual Development (2009-2015)***

The period from 2009 to 2015 represents a gradual but uneven growth phase, with publications appearing more regularly but still at a modest scale. This phase reflects the conceptual expansion of communication practices, particularly in relation to stakeholder engagement, public relations, and early digital communication. The emergence of web-based communication and social media during this period began to reshape event promotion and management, positioning this phase as a transition from traditional communication approaches to emerging digital paradigms.

### ***Phase 3: Digital Expansion and Consolidation (2016-2019)***

From 2016 onwards, publication output increased significantly, marking a clear turning point in research productivity. With publications peaking at 9 in 2017, this phase reflects the consolidation of communication as a central component of event management scholarship. The growth aligns with the wider adoption of social media and digital marketing, which shifted communication towards more interactive, audience-centred, and strategic practices focused on engagement, branding, and real-time communication.

### ***Phase 4: Data-Driven and Post-Pandemic Transformation (2020-2026)***

The final phase shows rapid and sustained publication growth, especially from 2023 onwards, reaching 13 publications in 2025. This increase reflects the field's maturation and its response to global disruptions, particularly the COVID-19 pandemic, which accelerated virtual and hybrid event formats. During this phase, communication practices became more data-driven and technology-enabled, incorporating analytics, AI, and personalised engagement strategies.

## **Results and Discussion**

### ***Emergent Foundations (1994-2008)***

Within Phase 1, labelled as Emergent Foundations (1994–2008), communication in event-related contexts was not yet treated as an autonomous research domain, but was embedded within wider professional, social, and operational functions. The first sub-period, initial professional and social recognition (1994–1998), shows limited publication output, with emphasis on communication for organising activities, maintaining relationships, and supporting promotion. (Beng, 1994) found that public relations practice in Singapore remained concentrated on media relations, print production, promotions, and event organisation,

although attention was beginning to shift towards strategic planning, issue development, image management, training, and broader services such as investor and community relations.

A second early cluster, identity, participation, and interactional meaning (1998–2001), highlights communication as a social and relational mechanism. (Christine Green & Chalip, 1998) showed that participation in a women's flag football tournament was driven less by destination appeal than by the opportunity to celebrate a shared subculture. This indicates that event communication also carries symbolic and community-building functions. (Gallagher-Thompson et al., 2001), through a future event planning task, found that interaction patterns were shaped by task type, emotional demands, and social conditions, suggesting that communication in planning contexts involves more than message delivery.

The later sub-period, towards structured competencies and professional upgrading (2006–2007), reflects a shift towards standards-based communication. (Hsu et al., 2006) identified effective critical event communication as one of seven disaster preparedness competencies, linking it with safety, emergency operations, role clarity, and institutional coordination. This positioned communication as a learned and assessable competence. (Z. Abdullah, 2007) further showed that communication management and public relations in Malaysia were increasingly viewed as managerial rather than merely technical practices, with stronger links to professionalism, accreditation, continuous development, and strategic decision-making.

Overall, Phase 1 was marked by low publication volume but important conceptual groundwork. Early studies connected communication with promotion, public relations, and event organisation, while later works introduced identity formation, interpersonal interaction, competency development, and strategic professionalism. Methodologically, the phase remained varied, including survey-based evidence, observation, interviews, coded interaction tasks, systematic consensus building, and document analysis. This indicates that no dominant methodological tradition had yet formed, although a clear movement can be observed from operational and interpersonal communication towards more structured, strategic, and professionalised practice.

### ***Conceptual Development (2009-2015)***

Within Phase 2, communication broadened from a supporting activity into a managerial, pedagogical, strategic, and evaluative concern in event-related settings. In the early conceptual cluster (2009), (Pierce Jr. et al., 2009) showed that effective communication systems strengthened multi-agency emergency response through pre-event planning, training, and coordination. (Lee et al., 2009) positioned event marketing and planning as central to event management education, although differences remained between student and industry expectations. (Wooten & Norman, 2009) demonstrated that visitor impressions could align with an event's communication objectives, while (De Oliveira Mendes, 2009) highlighted the need for risk communication strategies tailored to local vulnerabilities and hazards.

A transitional cluster (2011–2012) reflects stronger attention to stakeholder engagement and mediated learning. (Stephens Balakrishnan & Michael, 2011) showed that the Celebration of Entrepreneurship event succeeded as a form of community engagement and ecosystem-building, while also raising issues of funding, repetition, and programme complexity. Communication was therefore understood as a strategic process involving stakeholder engagement, internal marketing, positioning, and social media. (Hadley, 2012) further

demonstrated that ICTs supported flexible and user-responsive learning environments for diverse event management students, suggesting that communication systems were becoming adaptive and digitally mediated.

The late conceptual cluster (2013–2014) shows communication developing into a tool for legacy construction, partnership-building, knowledge circulation, and strategic influence. (Allen et al., 2013) found that the 2010 FIFA World Cup generated branding exposure for South Africa and Africa through coordinated stakeholder efforts and post-event leverage. (Auten et al., 2013) showed that library exhibits improved audience relevance through targeted activities, marketing, and partnerships. (Simons, 2014) extended the discussion to crisis communication, knowledge production, framing, and policy influence, while (Kufel, 2013) indicated the expansion of event communication into digital surveillance and system-based monitoring.

Overall, Phase 2 reflects a clear conceptual enlargement of the field. Research focus shifted from coordination and event promotion towards curriculum alignment, stakeholder engagement, digital facilitation, branding legacy, audience targeting, risk communication, and strategic influence. Methodologically, this phase became more varied, including after-action analysis, empirical comparison, perception-based evaluation, index construction, participant feedback, action research, interviews, and strategic communication analysis. This indicates that communication in event management was no longer incidental, but had become a multi-functional concept linking operational performance with stakeholder meaning, digital mediation, and long-term institutional outcomes.

### ***Digital Expansion and Consolidation (2016–2019)***

Within Phase 3, communication became increasingly established as a central function in event management. This phase may be divided into three sub-phases: an early expansion stage (2016), a digital acceleration stage (2017–2018), and a consolidated integration stage (2019). Across this period, research shifted from promotion and coordination towards stakeholder participation, user-generated media, technology-assisted decision-making, educational preparation, and virtual event delivery.

In the early expansion stage (2016), the literature retained links with public relations, planning, and community engagement, but became more practice-oriented and stakeholder-sensitive. (McAllister et al., 2016) showed that an arts-based commemorative event generated value through cross-disciplinary collaboration and public participation. (Taylor, 2016) found that public relations students associated the field with relationship building, event planning, media relations, awareness generation, and fundraising, while also viewing communication as managerial and organisational. (N. H. Abdullah et al., 2016) highlighted weakening resident engagement in the Monsoon Cup and the need for stronger communication and information dissemination between organisers and the local community. (Fleming-Nouri et al., 2016) linked peer-led initiatives with planning, institutional support, and resources, while (Jinquan, 2016) positioned communication within a wider event project system involving marketing, public relations, sponsorship, staffing, transport, ticketing, and risk management.

The digital acceleration stage (2017–2018) marked a stronger shift towards online communities, social media, technology support, and data-informed participation. (Marine-Roig et al., 2017) showed that tourism user-generated events were shaped by user initiative, social media use, brand diffusion, and loyal online communities, suggesting a shift from organisation-

led to user-co-produced events. (Seyfi & Güven, 2017) used social media content analysis to examine the effects of creative events, while (Calitz et al., 2017) linked event marketing with strategic bundling, placement, promotion, and positioning. (Martella et al., 2017) showed that crowd management depended on information sharing and communication, although technological support remained limited. (Su et al., 2017) emphasised that trust shaped public flood-risk perception and required regionally adapted communication. (MacCosham, 2017; Skivalou & Filippidi, 2017) further widened the scope by linking communication with tourism strategy, cultural understanding, cooperation, and sustained participation.

In 2018, digital and data-oriented approaches expanded towards system support, sustainability, and participatory planning. (Oelschlegel et al., 2018) connected marketing and event planning with institutional assessment and change management, while (Perry, 2018) showed that event-based film production developed public speaking, decision-making, and problem-solving skills. (Mirauda et al., 2018) demonstrated that augmented reality supported real-time vulnerability information during flood emergencies, indicating more visual and technologically mediated communication. (Lockstone-Binney et al., 2018) found that corporate engagement in Olympic legacy planning remained fragmented, suggesting weaknesses in full-cycle stakeholder communication. (Corallo et al., 2018) advanced a participatory model using social media comments, mobile application data, network analysis, and sentiment analysis to support cultural event and urban e-planning decisions.

The consolidated integration stage (2019) shows that digital communication had become established in learning, activism, and event delivery. (Pascual-Ferrá, 2019) linked event planning and fundraising with communication activism and social justice reflection. (Martin & Rees, 2019) identified communication, teamwork, networks, and organisational perspective as important competencies in work-integrated learning. (Peuler & McCallister, 2019) demonstrated that online conferences and webinars could be planned, marketed, implemented, and evaluated across institutions using social media marketing, subcommittee collaboration, and virtual logistics. (Strong et al., 2019) further showed that festival-based studio learning improved communication skills and career understanding, although institutional and industry constraints remained.

Overall, Phase 3 reflects the rapid widening and consolidation of communication practices in event management. Research focus moved from local engagement and public relations towards platform-based interaction, user-generated content, branding, technology-assisted monitoring, real-time information, virtual conferencing, and participatory decision-making. Methodologically, this phase became more digitally oriented through interviews, document analysis, thematic coding, social media content analysis, questionnaires, case studies, mobile application testing, network analysis, sentiment analysis, student reflections, and virtual event evaluation. By 2019, communication had become integrated into the strategic, technological, and experiential architecture of event management.

### ***Data-Driven and Post-Pandemic Transformation (2020-2026)***

Within Phase 4, the literature shows the widest diversification of communication practices in event management. This phase may be divided into three chronological clusters: the initial disruption and digital pivot stage (2020–2021), the data-led consolidation and sustainability alignment stage (2022–2023), and the advanced governance, intelligence, and platformisation stage (2024–2026). Across these years, communication shifted from a mainly promotional or

supportive function towards a strategic, data-enabled, and resilience-oriented system for crisis response, stakeholder trust, sustainability, behavioural influence, and adaptive governance.

The initial disruption and digital pivot stage (2020–2021) was shaped by pandemic pressure and the need to redesign communication under uncertainty. In 2020, (Bryant & Ferris, 2020) showed that event engagement depended on promotional planning, campus resources, and social media, while (Menezes et al., 2020) extended event evaluation by integrating environmental sustainability. (Poczta et al., 2020) identified communication problems as a negative externality in sporting events, whereas (Fakiha, 2020) demonstrated the relevance of Security Incident Event Management (SIEM) systems for cybersecurity awareness. (Cianfrone & Kellison, 2020) showed that event legacy planning could continue despite cancellation, while (Coll-Rubio, 2020) highlighted the rapid shift towards digital content, internal communication, digital events, and social media during COVID-19. (Gong & Lane, 2020) further showed that Twitter could strengthen institutional outreach through posting frequency, hashtags, audience listening, and coordination. In 2021, (Samuel et al., 2021) identified email marketing, trade shows, and social media as useful tools for university conference centres, while (Swart et al., 2021) linked event branding with tourism attractiveness and event quality. (AlWaer et al., 2021) emphasised the need for long-term stakeholder engagement after designed events, and (Elgammal & Alhothali, 2021) showed that limited stakeholder communication restricted green pilgrimage initiatives. (Öztay, 2021) demonstrated that online events could increase awareness and behavioural change, while (Gómez-Suárez & Yagüe, 2021) linked sustainable multisensory event experience with word-of-mouth and brand attitudes.

The data-led consolidation and sustainability alignment stage (2022–2023) reflects stronger use of mixed methods, review approaches, social media analysis, and digital tools. In 2022, (Qiu & Lou, 2022) showed that professional disruption encouraged journalists' involvement in media pitching and event planning. (Polcsik & Perényi, 2022) indicated that residents' perceptions could guide event planning, communication strategies, and reduction of negative impacts. (Mussell et al., 2022) revealed how event planning and advertising could reproduce problematic social meanings, while (Power & Nedvetskaya, 2022) linked post-pandemic volunteer management with communication, safety, and relational connection. (Cheng et al., 2022) demonstrated the usefulness of social media text analysis for understanding visitor satisfaction, and (Raffay-Danyi & Formadi, 2022) showed that sustainability initiatives require clearer communication when visitor attitudes and behaviour do not align. In 2023, (Naruetharadhol et al., 2023) linked event innovativeness, social capital, and competitive advantage through QR codes, social media, hashtag activism, and infographics. (Coutinho et al., 2023; Hromada et al., 2023) connected event and information management with converged security systems, SIEM, and incident response tools. (Alghamdi et al., 2023) showed that social media analysis could support knowledge sharing, trust, creativity, and service improvement. (Harrison et al., 2023) found that outreach activities developed communication, teamwork, time planning, and event management skills, while (Melly et al., 2023) showed that Information and Communication Technologies could support health guideline dissemination in event venues. (Goldie et al., 2023) demonstrated that online experiential learning during COVID-19 strengthened digital skills, communication, adaptability, and resilience. (Yule et al., 2023) further showed the importance of information exchange and communication support during simulated medical event management.

The advanced governance, intelligence, and platformisation stage (2024–2026) shows a more mature and highly differentiated field. In 2024, (Valois-Nadeau, 2024) connected

commemorative events with communication and entertainment industries, while (Crossan et al., 2024) highlighted crisis communication in sport sponsorship. (Riedman et al., 2024) showed that volunteer leaders contributed to organisation, communication, and event coordination, and (Song et al., 2024) linked safety awareness with safety services, national pride, and future event participation. (Francis et al., 2024) emphasised stakeholder collaboration in sustainable stadium development, while (Minnillo et al., 2024) showed that clear communication and coordination supported Artificial Intelligence-related professional development events. (Henderson et al., 2024) highlighted the need for stronger communication in adverse event management among patients, caregivers, and healthcare providers. (Tsai et al., 2024) stressed transparent communication and accountable leadership in sustainable mega-events. (Phua et al., 2024) proposed a technology-driven marathon service blueprint covering pre-race communication, registration, race entertainment, medical service, and post-race engagement. (Kement, 2024) identified social media, co-creation, and event management as important themes in music festival research, while (Ando, 2024) showed that traditional, digital, and social media consumption shaped public attitudes towards the Tokyo 2020 Olympic Games.

In 2025, communication became strongly data-driven, behavioural, and strategic. (Kitchen, 2025) linked authentic assessment with communication, time management, and content management skills. (Alzahrani & AlGhamdi, 2025) used sentiment analysis of social media data to support sustainable rural event planning, marketing, and resource allocation. (Deng et al., 2025) highlighted multidisciplinary communication in adverse event management within healthcare, while (Ko et al., 2025) showed that message framing and sports endorser type influenced food waste reduction behaviour in sporting events. (Kim et al., 2025) demonstrated that relationship-cultivation strategies and perceived authenticity strengthened government–public relationships in sport-event management. (Hölscher & Hertel, 2025) positioned communication as central to climate adaptation, awareness, and engagement in major events. (Principe et al., 2025) linked blockchain with transparency, efficiency, and stakeholder participation, while (Ross et al., 2025) showed that better coordination could strengthen Formula E sustainability strategy. (Peng, 2025) demonstrated that online mock conferences developed planning, flexibility, teamwork, and bilingual communication. (Di Martino & Swiatek, 2024) argued that digital communication can reproduce emotional dimensions of sub-events online. (S. Lee et al., 2025) highlighted strategic marketing concerns in a post-pandemic restaurant and event-space case. (Palanichamy et al., 2025) identified visitor engagement, event tourism, digital innovation, and social media as evolving tourism themes, while (Masmoudi, 2025) pointed to communication and event management as underexplored areas in culinary heritage tourism.

The early 2026 literature extends the field towards adaptive governance, digital labour, Artificial Intelligence mediation, and capacity building. (Al-Thani et al., 2026) showed that resilient mega-event governance shifted from rigid hierarchy towards flexible multi-level coordination. (Roy, 2026) found that digital platforms reorganised wedding-related service labour through visibility, aesthetic coherence, trust, and continuous engagement. (Zuorong et al., 2026) identified media communication, public engagement, digital dissemination, artistic collaboration, and large-scale event coordination as strategies for research impact. (Rich et al., 2026) showed that student-led event management developed communication, strategic management, and problem-solving skills. (Batubara et al., 2026) similarly found that internship-based event experience strengthened communication, time management, discipline, and problem-solving. (Polupanova et al., 2026) demonstrated that Artificial Intelligence-

generated emails improved clarity in event-related work tasks, although trust, appreciation, and respect remained important for willingness to act. (Ayyad et al., 2026) further identified event management, strategic communication, and digital engagement as key areas for government communication capacity building.

Overall, Phase 4 shows a decisive transformation in communication practices within event management. The years 2020–2021 were dominated by crisis response, digital substitution, and continuity planning. The years 2022–2023 reflected stronger reliance on analytics, evidence-based planning, social media data, and post-pandemic rebuilding. The years 2024–2026 show further maturation through service blueprinting, audience segmentation, sentiment analysis, authenticity, climate adaptation, blockchain governance, Artificial Intelligence-supported communication, and platform-based labour coordination. Methodologically, this phase is the most diverse, including action research, surveys, interviews, mixed methods, qualitative case studies, bibliometric analysis, text mining, sentiment analysis, digital ethnography, structural equation modelling, and experimental or quasi-experimental designs. The broader pattern indicates that communication in event management has moved from message delivery towards an integrated architecture of trust, data interpretation, stakeholder coordination, resilience planning, and intelligent governance.

## Conclusions

This chronological review examines the evolution of communication practices in event management by systematically analysing scholarly publications retrieved from the Scopus database from 1994 to 2026. Using a structured search strategy and clearly defined inclusion criteria, 96 journal articles were identified and organised into four temporal phases to capture shifts in research focus and development. The primary objective of this review was to trace how communication within event management has evolved from basic operational support to a complex, strategic function shaped by technological, organisational, and societal transformations. This structured approach provides a comprehensive understanding of how communication practices have evolved alongside broader changes in the event industry.

The synthesis of findings demonstrates a clear progression across the four identified phases. The early stage was characterised by sporadic research output and a focus on communication as a functional tool for coordination and promotion. This stage was followed by a phase of conceptual expansion, in which communication became increasingly associated with stakeholder engagement, branding, and organisational strategy. A significant increase in publication activity marked the third phase, reflecting the growing importance of digital platforms, social media, and interactive communication practices. In the most recent phase, research output intensified further, accompanied by the integration of data analytics, AI, hybrid event formats, and crisis-responsive communication systems. Methodological approaches also evolved from descriptive and exploratory studies to more complex designs, including mixed-methods designs, data-driven analyses, and technology-oriented frameworks.

Several key patterns emerge from this longitudinal analysis. There is a consistent shift from one-directional communication towards multi-directional, participatory, and network-based interaction. The research focus has expanded from operational efficiency to strategic value creation, including stakeholder trust, sustainability, and experiential engagement. Methodological sophistication has increased over time, reflecting the field's maturity. In addition, recent studies demonstrate the integration of advanced technologies, such as AI,

predictive analytics, and digital platforms, indicating a transition towards intelligent, adaptive communication systems. These developments collectively highlight the transformation of communication into a central and indispensable component of event management.

The chronological organisation of the literature contributes significantly to knowledge development by providing a structured lens through which the field's evolution can be understood. Grouping studies by temporal phases enables clearer identification of turning points, emerging trends, and periods of rapid growth or transition. This approach provides deeper insight than conventional thematic reviews, revealing the dynamic progression of ideas and practices over time. It also facilitates the recognition of patterns that may remain hidden when studies are examined without temporal context, thereby strengthening the analytical coherence of the review.

From a practical perspective, the findings underscore the significance of adopting integrated, technology-driven communication strategies in contemporary event management. The increasing reliance on digital platforms, data analytics, and stakeholder engagement mechanisms suggests that practitioners must develop adaptive capabilities and invest in continuous skill development. For future research, the observed trends highlight opportunities to explore interdisciplinary approaches, particularly at the intersection of communication, technology, and organisational behaviour. There is also a need to examine the real-world applications of emerging tools, such as AI and data analytics, across diverse event contexts.

Despite its contributions, this review is subject to several limitations. The reliance on a single database may have limited the breadth of included literature, while the use of specific keywords may have excluded relevant studies from adjacent fields. Additionally, the focus on English-language journal articles limits the inclusion of regional or non-indexed research. In response, future studies may address these limitations by incorporating multiple databases, expanding keyword strategies, and including grey literature or industry reports.

In conclusion, the chronological review demonstrates that communication practices in event management have undergone a significant transformation, evolving from basic operational functions into complex, data-driven, and strategically integrated systems. The use of time-based analysis proves valuable in capturing the dynamic nature of this evolution, offering a clear framework for understanding past developments and anticipating future directions. Such an approach is essential for guiding innovation, informing evidence-based practice, and advancing knowledge in event management.

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