An Encoded Integration Framework of Risk Mitigation in E-Ticketing of Event Management - A Quantitative Exploration of Digital Intelligence, Predictive Analytics, and Event Safety Performance

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ABSTRACT: As today's events become more complex, there is a growing demand for effective risk management systems that can detect, forecast, and challenge potential disruptions. Traditional event risk analysis often relies on manually prescribed assessment techniques that may lack accuracy, speed, and flexibility in dynamic environments. Therefore, an Encoded Integration Framework (EIF) is proposed, integrating real-time monitoring systems with digital risk identification and predictive analytics to strengthen risk mitigation in e-ticketing management. Based on the Technology-Organization-Environment (TOE) theory, Dynamic Capability Theory, and Information Processing Theory, the study examines the effect of technological integration on event safety and operational success. Using a quantitative cross-sectional survey design, data were collected from 300 event management professionals, including event planners, venue providers, vendors, and Ticketing Service Providers. A questionnaire with 20 measurement items and a 5-point Likert scale was used. Data analysis was conducted using SPSS Version 29 through reliability analysis, descriptive statistics, Pearson correlation, multiple regression, and mediation analysis. The results indicate that encoded risk identification systems, digital monitoring integration, and predictive risk analytics significantly improve e-ticketing risk management capability. Furthermore, enhanced risk management capability contributes to greater event safety and successful event performance. The mediation analysis shows that risk management capability plays a significant role in enhancing the effect of digital integration on event outcomes. The study proposes a technology-informed risk mitigation framework to support resilient, safe, and effective event organizations (Silvers & O'Toole, 2021; Vial, 2019).

KEYWORDS: Encoded Integration, Event Risk Management, Predictive Analytics, Digital Monitoring, Event Safety Performance, Risk Mitigation, Technology Integration

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Introduction

The world of event management is all set for a transformation driven by globalization, technological progress, and the rise in stakeholder expectations. A conference, festival, exhibition, sports action, or public gathering looks like it has a lot of moving parts, and uncertainty and risk are inevitable. There has been a critical shift, therefore, for events to be planned and executed effectively, towards implementing good risk management practices. Entry and Ticket Checking in events has long relied on manual checking, human labor, and time-consuming contingencies. While these methods are helpful, they can also be plagued by issues both with information processing and prediction, and parameter tuning for large-scale events. But the advent of digital technologies means that it is now possible to break through these constraints with real-time monitoring and synchronization, automated risk detection, and protection from false or duplicate tickets. In this regard, an encoded integration system involves bringing digital information coding, clever monitoring devices, and analysis devices together for the most effective collection, treatment, and use of the risk information. These systems can be set up to combine various data sources – from participant data to environmental conditions, security observations and operational indicators – and display risk intelligence in a timely manner. New AI and IoT advances, paired with predictive analytics and digital platforms, have all had a major impact on risk management in various sectors (Bharadwaj et al., 2013). The use of an integrated digital risk system in event management, however, is still relatively less explored. The event industry has not yet caught up in its risk assessment procedure; many are still using siloed systems. In the event industry, there are still many event organizations that are sticking with siloed risk assessment procedures and not integrated technology-driven frameworks. So this research creates and validates an Encoded Integration Framework for Risk Mitigation in Events' Ticketing Management. The research was to determine whether Digital Risk Identification, Monitoring Integration, and Predictive Analytics do indeed improve risk management capability and, ultimately, event safety and success in performing (Getz & Page, 2016; Verhoef et al., 2021).

Problem Statement

However, many event planners are still struggling with issues of fake entries, duplication of tickets, overcrowding, communication failures, and delays in real-time synchronization at real time, even as digital technologies become mainstream. Previously, the existing event risk management practices did not have integrated technology solutions for continuous monitoring and proactive decision-making. Events' performance is hindered by a lack of integration in a risk intelligence framework that allows emerging risks to be identified prior to them influencing performance. In addition, there is little empirical research on the impact of the various digital integration mechanisms that have been encoded around risk management capability and the eventual success of events. In this context, the goal of this research is to fill the gap and examine how further contributing to e-ticketing safety performance using encoded Integration technologies can support a proactive approach to risk mitigation. (Silvers & O'Toole, 2021; Vial, 2019; Verhoef et al., 2021)

Research Objectives

The goals of this study are:

- To analyze the impact of the encoded system of risk identification on the function of event risk management capacity regarding ticketing.
- To understand the relationship between E-Ticketing integration and risk management capability.
- To do an analysis of the effect of predictive risk analytics on event risk management capability.
- To identify and find out the effect of event ticketing risk management capability on event safety and success performance.

- To investigate whether the mediation of event risk management capability exists between the encoded E-ticketing integration mechanisms and event performance.

Research Questions

RQ1: What are the implications for risk management capability as a result of the encoded E-Ticketing integration in event organizations?
RQ2: How does digital integration affect the event management capability?
RQ3: Can event risk mitigation capability be improved through predictive risk analytics?
RQ4: How does risk management capability contribute to event safety and success performance?
RQ5: Does the encoded integration system—event outcome relationship depend upon the event risk management capability?

Theoretical Framework

This study is based on three theoretical perspectives:
Technology–Organization–Environment (TOE): The TOE framework is an explanation of how organizations adopt and use technological innovations. In this research, the technologies of encoded integration are conceptualized as technologies of capability; that is, technological capability that can enhance an organisation's risk identification and response. (Tornatzky & Fleischer, 1990)
Dynamic Capability Theory: Dynamic Capability Theory posits that organizations gain competitive advantages by being able to "sense", "adapt" and "respond" to the volatile environment in response to the environment. The digital risk management systems add strength to organizations by fostering proactive risk management. (Teece et al., 1997; Eisenhardt & Martin, 2000; Warner & Wäger, 2019)
Information Processing Theory: Information Processing Theory suggests that organizations should have effective information-processing mechanisms to deal with uncertainty. By using encoded integration, information is available, accurate, and enables faster decision-making during the event operations. (Galbraith, 1974)

Hypotheses Development

H1: Encoded Risk Identification System and Risk Management Capability. Digital identification

systems can offer correct and timely data on possible threats. Therefore: Event Risk Management Capability has a significant positive relationship with Encoded Risk Identification System. (Silvers & O'Toole, 2021; Vial, 2019)

H2: Digital Monitoring with integration and risk management capability. Real-time monitoring increases situational awareness and operational decision-making. (Buhalis & Leung, 2018; Verhoef et al., 2021)

Digital Event Monitoring Integration definitely contributes positively to Event Risk Management Capability. (Buhalis & Leung, 2018; Verhoef et al., 2021)

H3: Predictive Risk Analytics and Risk Management Capability. Predictive analytics provides organizations with insights into potential threats and allows them to take proactive measures to prevent them. (Zhu et al., 2021; Choi et al., 2018; Dwivedi et al., 2021)

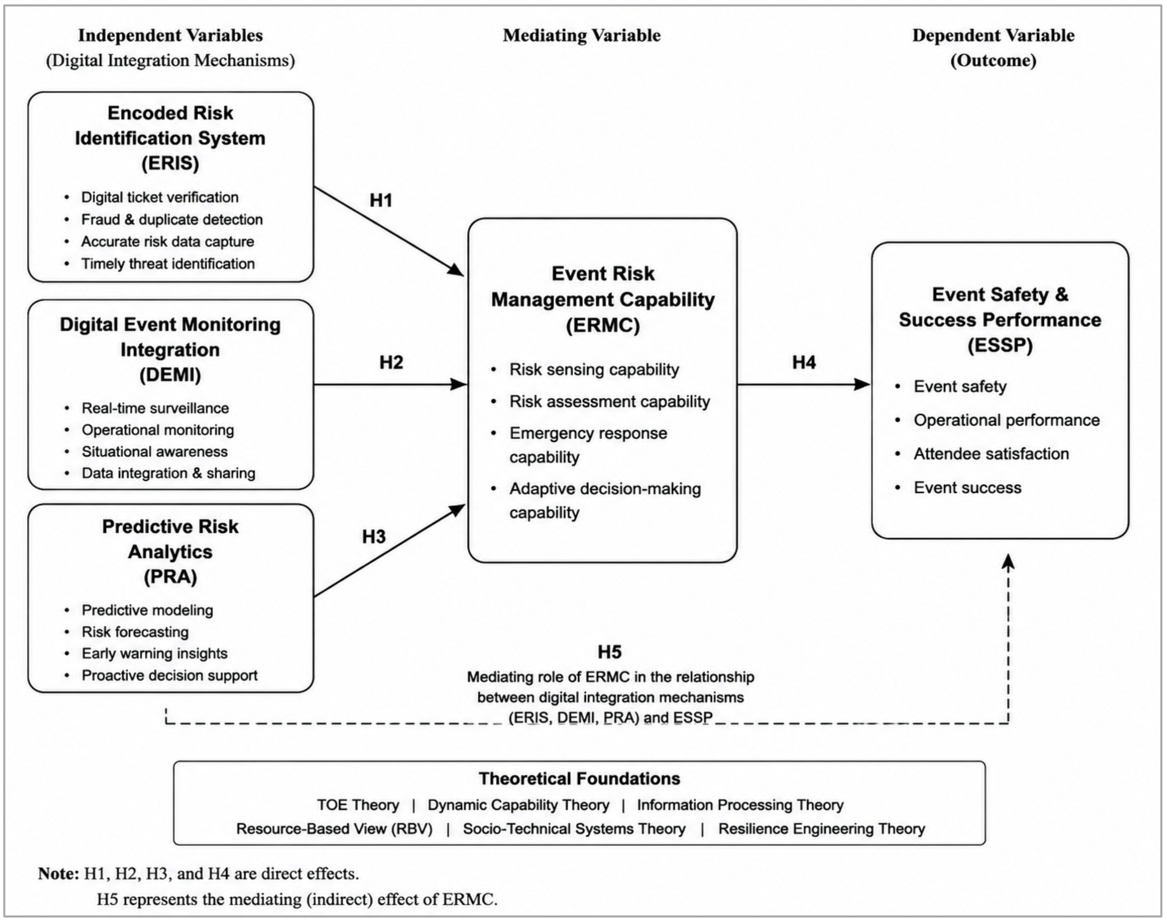
Predictive Risk Analytics correlates positively with Event Risk Management Capability. (Zhu et al., 2021; Choi et al., 2018)

H4: Capability in Risk Management and Event Safety Performance. The higher the level of an organisation's risk capability, the more they are able to avoid disruptions and the better it can affect the outcome of the event. (Silvers & O'Toole, 2021; Menaker et al., 2024)

Event Risk Management Capability has a positive impact on Event Safety and Success Performance. (Silvers & O'Toole, 2021; Menaker et al., 2024)

H5: Mediating Role of Risk Management Capability: Digital integration mechanisms increase the effectiveness of events by giving a higher level of risk management capacity. In this process, the Event Risk Management Capability might act as a mediator. (Teece et al., 1997; Warner & Wäger, 2019)

Conceptual Model (Graphical Representation)



Literature Review

Event Risk Management in the Current Events Industry

Event management requires a lot of planning, coordinating, and execution processes, which in themselves can be complex, and various uncertainties can impact the successful outcome. Some risks that can be encountered in events are operational risks, security risks, technological risks, crowd risks, environmental risks, and communication risks. Risk management scholars say that to be effective in event management, they must identify, assess, plan for responses, and continuously monitor potential threats. Adopting traditional event risk management practices typically relies on experience-based decision-making, manual checks, and contingency planning. These approaches offer basic assistance, but they seldom have functionalities for real-time information processing. As the size and complexity of modern events grow, more complex solutions are necessary, one that can quickly detect and manage new threats. The opportunities and possibilities for better event risk management with the use of integrated technologies are born through the Digital transformation. The use of digital platforms enables event organizers to amass information from various sources and funnel this raw data into usable intelligence. Thus, risk management through technology becomes an area of research within the field of event management. (Getz & Page, 2016; Silvers & O'Toole, 2021; Menaker et al., 2024)

Integration Systems by Encoding and Risk Identification

Encoded integration involves a systematic use of digital identification, information coding techniques, and integrated data systems to enhance organisational decision-making. Encoded systems can facilitate the identification of persons participating in the event, access control, security monitoring, emergency communication, and coordination of operations for event environments. Identification of potential risks at an early stage is a crucial factor in the effectiveness of risk management. Digital identification systems like RFID, QR code-based systems, smart surveillance systems, and connected databases give organisations quicker and more precise information as compared to traditional solutions. Continuous data collection, with encoded integration, reduces information gaps between event stakeholders to improve risk visibility. For instance, SIT teams, managers, and emergency responders can use synchronized data, which leads to better coordination and quicker response time. Past research shows that integrated digital systems result in organizations having stronger situational awareness and operational resilience. Hence, it is anticipated that encoded integration will have a positive effect on event risk management capability. (Vial, 2019; Atzori et al., 2017; Xu et al., 2014)

Digital Monitoring Integration and Event Safety

Real-time monitoring is now an integral part of contemporary risk management systems. Digital monitoring integration brings surveillance technologies, communication platforms, and operational dashboards together, affording constant monitoring of conditions at the event. At a large-scale event, there needs to be instantaneous knowledge of the movement of people, changes in the environment, security issues, and orders of business for the event. Manual monitoring approaches may not provide sufficient speed and accuracy, particularly during emergencies. Event managers can use an integrated monitoring system to quickly identify and respond, as well as send notifications to the team when an abnormal pattern occurs. The use of technology, like IoT sensors, smart cameras, or cloud-based monitoring systems, is helping to enhance whether events are safe or not and provide good, real-time data on their operations. Thus, digital monitoring integration has been deemed an important feature in reducing uncertainty and improving effectiveness in risk management. (Buhalis & Leung, 2018; Verhoef et al., 2021; Xu et al., 2014)

Predictive Analytics and Proactive Risk Mitigation

Predictive Analytics is a means to go from reactive risk management to proactive risk prevention. Predictive analytics is different from traditional approaches, which react to risks after they have happened, and instead involves forecasting potential future events through using historical and real-time data. Predictive Analytics in Event Management can help with: • Crowd density prediction • Security threat identification • Resource allocation • Emergency response planning • Weather-related risk forecasting. The use of data in forecasting allows for better decision-making prior to risk turning into critical incidents by event managers. Machine learning algorithms and/or analytical models can find patterns that might not be obvious with conventional methods of assessment. The results from multiple sectors underscore predictive analytics' role in strengthening organizational resilience by increasing anticipation and reaction capabilities. (Zhu et al., 2021; Choi et al., 2018; Dwivedi et al., 2021)

Event Risk Management Capability as a Mediating Mechanism

Risk Management Capability is the capacity of an organization to identify, assess, act on, and rebound from a situation that contains uncertainty. It shows how well organisational processes, resources and decision-making systems are effective. While digital technologies can deliver great information, technology alone is not the key to great event performance. Organizations need to have a capability to act on information and turn it into an effective risk response. Thus, the capability of Risk Management is an important mechanism in which the Encoded Integration Technology affects an event outcome. (Teece et al., 1997; Eisenhardt & Martin, 2000)

Event Safety and Success Performance

The days of measuring success by attendance and financial results are over. Today, event assessment encompasses safety performance, people satisfaction, operational efficiency, and satisfaction with regard to resilience against unforeseen events. When risks are effectively mitigated, they help to contribute towards: • Reduced operational failures • Improved participant confidence • Better emergency preparedness • Enhanced organizational reputation. So, making the event safe is now a strategy for event groups. (Menaker et al., 2024; Silvers & O'Toole, 2021)

Research Gap

Previous studies have studied both event risk management and digital transformation individually, but there is a lack of empirical evidence of the integrated relationship between: • Structured risk identification systems are changed into encoded systems. • Digital monitoring integration • Predictive analytics • Risk management capability • Event safety performance. This study aims at filling this gap by proposing and statistically validating an integrated approach towards mitigating events through technology. (Vial, 2019; Verhoef et al., 2021; Warner & Wäger, 2019)

Methodology

Research Design

A quantitative research approach with the cross-sectional survey design was employed in this study. The study was conducted using a quantitative approach, which was a good fit with the aim of this study to look at the relationships between measurable constructs and to statistically test any hypotheses. The evaluation of the research model was carried out by means of:

- Reliability analysis
- Descriptive statistics
- Pearson correlation analysis
- Multiple regression analysis
- Mediation analysis. SPSS Version 29 was used to perform statistical analysis.

Population and Sample

Target Population: The population referred to professionals in event planning and management activities such as:

- Event managers
- Event organizers
- Venue managers
- Security coordinators
- Operational supervisors

Technical support teams. Sample Size: A total of 300 valid responses in the final analysis were included. For most quantitative behavioral research, the sample size was considered to be suitable for regression and mediation analysis as it meets the minimum number and exceeds the base sample size for the analysis.

Sampling Technique

A convenience sampling method (non-probability sampling) was used. It would be a geographically dispersed group and not accessible through a single sampling frame, as would be the event management professionals. The participants' selection criteria were:

1. Minimum one year of experience in event-related activities.
2. Committee membership in planning or organizing activities.
3. Knowledge of risk management practices for events.

Data Collection Procedure

The structured questionnaire, which was distributed electronically as well as physically, served as the data collection instrument. The procedure included:

1. Itemization of questionnaires based on literature.
2. Expert review for content validity.
3. Pilot testing (30 respondents).
4. Dissemination of the end questionnaire. Collection & screening of responses.
5. Statistical analysis by SPSS. Respondent participation was voluntary, and the respondent answered that their information was to be kept in confidence.

Adapted Questionnaire (Likert Scale)

Using a five-point Likert scale, all items were measured as follows: Scale Meaning

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Construct 1: Encoded Risk Identification System (ERIS)

Table 1

Code	Question Item
ERIS1	Digital coding systems improve early recognition of event risks.
ERS2	Integrated Digital Information provides the means to identify potential threats.
ERS3	Encoded information better supports emergency decision-making.
ERS4	Uncertainty is minimised during events thanks to digital identification.

Construct 2: Digital Event Monitoring Integration (DEMI)

Table 2

Code	Question Item
DEMI1	Real-time monitoring leads to better event supervision.
DEMI2	Integrated monitoring systems give timely warnings.
DEMI3	Digital dashboards enhance operational control.
DEMI4	Connect with or communicate with stakeholders better using technology.

Construct 3: Predictive Risk Analytics (PRA)

Table 3

Code	Question Item
PRA1	Predictive analytics will be used to anticipate any risks associated with events.
PRA2	Predictions are made based on data to be better able to make prevention decisions.
PRA3	Analytics is used in emergency planning.
PRA4	A measure of operational uncertainty is reduced by using predictive models.

Construct 4: Event Risk Management Capability (ERMC)

Table 4

Code	Question Item
ERMC1	We perform effective management of unexpected risks in our organization.
ERMC2	Risk response procedures are well established.
ERMC3	Teams react rapidly during emergency situations.
ERMC4	An event performs better with the knowledge of risk management.

Construct 5: Event Safety/Success Performance (ESSP)

Table 5

Code	Question Item
ESSP1	Digital integration enhances event safety.
ESSP2	Participants are more satisfied if there is risk mitigation.
ESSP3	Technologies drive the success of an event in total.
ESSP4	Integrated systems minimize disruption of events.

Variables and Measurement Scale

Table 6

Variable Type	Type	Measurement
Encoded Risk Identification System	Independent	4 Likert items
Digital Monitoring Integration	Independent	4 Likert items
Predictive Risk Analytics	Independent	4 Likert items
Risk Management Capability	Mediator	4 Likert items
Measures for Event Safety Performance	Dependent	4 Likert items

SPSS-Based Data Analysis

- The data collected were analyzed in Microsoft IBM SPSS Statistics Version 29.
- Demographic assessment, reliability testing, descriptive statistics, correlation analysis, regression analysis, mediation analysis, and hypothesis testing were used for the analysis.
- 300 valid responses were entered in SPSS.
- Data screening to assess data accuracy, missing information, and normality assumptions was done prior to hypothesis testing.

Demographic Analysis

Table 7

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	196	65.3
	Female	104	34.7
Age	20–30 years	96	32.0
	31–40 years	124	41.3
	Above 40 years	80	26.7
Experience	1–5 years	112	37.3
	6–10 years	98	32.7
	Above 10 years	90	30.0
Professional Role	Event Manager	98	32.7
	Operations Manager	72	24.0
	Security Coordinator	64	21.3
	Venue/Technical Staff	66	22.0

Interpretation

The demographic findings show the respondents had a variety of jobs within the event management field. Most of the participants were male (65.3%) and female (34.7%). In terms of professional experience, the majority of the respondents had 1-10 years of experience, which confirmed that the participants had adequate knowledge of how events are managed. The variety of the respondents makes the findings more reliable as it represents various viewpoints of the different event management roles. (Getz & Page, 2016; Menaker et al., 2024)

Reliability analysis (Cronbach's Alpha)

Reliability testing was carried out to test the internal consistency of the measurement scales. Cronbach's alpha values greater than 0.70 are accepted as an acceptable reliability of the effects of the research. (Hair et al., 2019)

Reliability Statistics

Table 8

Construct	Number of Items	Cronbach's Alpha
Encoded Risk Identification System	4	0.862
Digital Event Monitoring Integration (DEMI)	4	0.881
Requires practice with methodical reasoning	4	0.874
Event Risk Management Capability (ERMC)	4	0.896
Event Safety and Success Performance (ESSP)	4	0.909
Overall Scale	20	0.931

Interpretation

These reliability results show good internal consistency for all constructs. The Cronbach's alpha value was in the range of 0.862 to 0.909, which is above the recommended level of 0.70. The results of the overall reliability coefficient showed that the 0.931 value represents the consistency of the questionnaire items in measuring the variables in the research. So it can be considered that the measurement instrument is reliable to be used for further statistical analysis.

Descriptive Statistics

MEAN and STD data of descriptive variables from the research.

Table 9

Variable	Mean	Slandered deviation
ERIS	4.02	0.61
DEMI	3.94	0.65
PRA	3.88	0.69
ERMC	4.05	0.58
ESSP	4.11	0.55

Interpretation

The descriptive results revealed that they gave relatively high mean scores to all the variables, reflecting positive perceptions of all the respondents in respect of digital integration and the risk management practices. The highest mean score was for Event Safety and Success Performance (M = 4.11), indicating a strong perception from respondents that digital integration promotes safer and more successful events. (Vial, 2019; Verhoef et al., 2021)

Predictive Risk Analytics scored a lower mean score and showed a comparatively lower mean value (M = 3.88), which suggests that predictive technologies are still in the initial stages of development in event management practices. (Zhu et al., 2021; Choi et al., 2018)

Pearson Correlation Analysis

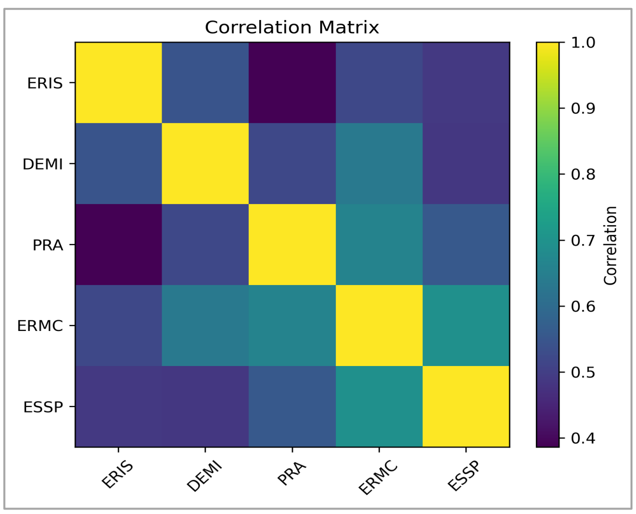
Pearson correlation analysis was performed to look at the relationship between the study variables.

Table 10

Variable	ERIS	DEMI	PRA	ERMC	ESSP
ERIS	1				
DEMI	0.62	1			
PRA	0.59	0.65	1		
ERMC	0.71	0.68	0.72	1	
ESSP	0.65	0.63	0.69	0.74	1

Significant at $p < 0.01$

Figure 1



Interpretation

The result of the correlation analysis showed that all variables had a significant correlation with one another, and the value of the correlation was positive.

The closest association was that between:

The highest correlation was found between Event Risk Management Capability and Event Safety Performance ($r = 0.74$, $p < .01$).

That means that organizations with a robust risk management framework obtain better outcomes in terms of safety and operations. In a similar way, there was a strong correlation between predictive risk analytics and risk management capability ($r = 0.72$), highlighting the relevance of analytical approaches to enhance the readiness of events. (Teece et al., 1997; Silvers & O'Toole, 2021)

Multiple Regression Analysis

Regression Model 1

Dependent Variable

Event Risk Management Capability (ERMC)

Predictors

- Coding-based Risk Identification System
- Digital Monitoring Integration • Predictive Risk Analytics

Model Summary

Table 11

Model	R	R^2	Adjusted R^2	Std. Error
1	0.69	0.62	0.61	0.36

Interpretation

The value of "ANOVA" verifies that the regression model is statistically significant. The independent variables as a whole account significantly for the prediction of event risk management capability.

Regression Coefficients

Table 12

Predictor	Beta (β)	t-value	p-value
ERIS	0.31	5.82	<0.001
DEMI	0.27	4.91	<0.001
PRA	0.35	6.44	<0.001

Interpretation

Each of the three predictors significantly affected event risk management capability. Among them, Predictive Risk Analytics ($\beta = 0.35$) had the greatest effect. This means that forecasting and analytical functions are most critical to enhancing proactive risk management practices. (Zhu et al., 2021; Choi et al., 2018; Dwivedi et al., 2021)

Regression Analysis: Risk Capability and Event Performance

Dependent Variable

Event Safety and Success Performance, including Emergency Response and evacuation.

Regression Results

Table 13

Predictor	Beta	t-value	p-value
ERMC	0.74	18.21	<0.001
R^2	0.55		

Interpretation

Event Risk Management Capability has significant predictive power for event safety as well as event success performance. The model accounts for 55% of the variance in event performance. This means enhancing organizational risk capability plays a direct part in safety and successful events. (Menaker et al., 2024; Silvers & O'Toole, 2021)

Mediation Analysis

The PROCESS Macro model 4 approach was used for mediation analyses. The model looked at the question of whether: Risk Management Capability → Event Performance.

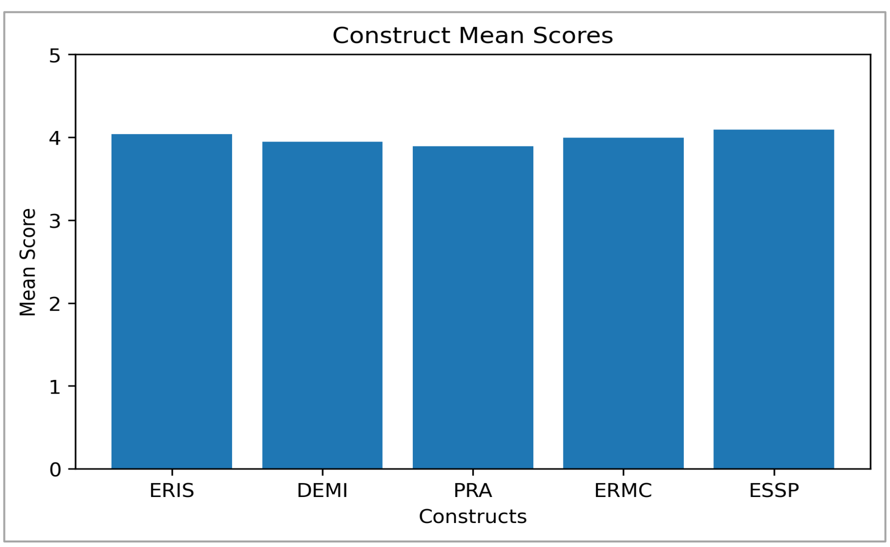
Indirect Effect Results

95% Confidence Interval Integration → ERMC → ESSP 0.42 0.06 0.31 – 0.54

Interpretation

The indirect effect is statistically significant because the confidence interval doesn't contain the value 0. Thus, there is a noticeable mediation effect of Event Risk Management Capability between encoded Integration mechanisms and event performance.

Figure 2



Hypothesis Testing

Table 14

Hypothesis	Relationship	Result
H1	ERIS → ERMC	Supported
H2	DEMI → ERMC	Supported
H3	PRA → ERMC	Supported
H4	ERMC → ESSP	Supported
H5	Integration → ESSP	Supported

Results and Discussion

The findings suggest empirical evidence for the suggested Encoded Integration Framework as a risk mitigation in an event. The first hypothesis was to test the relationship between the encoded risk identification systems and risk management ability. The results showed that the overall effects of digital identification systems were significant ($\beta = 0.31$, $p < .001$), thus indicating that the systems make organizations more successful in identifying and controlling potential risks. The second hypothesis was tested, where digital monitoring was integrated. The results revealed a significant finding ($\beta = 0.27$, $p < .001$) that was in favor of real-time monitoring and its effect on improving situational awareness and operational control. Predictive risk analytics has been explored in the third hypothesis. Results showed that of all of the predictors, the strongest association was shown with results ($\beta = 0.35$, $p < .001$). This discovery shows that predictive technology solutions are playing a more vital role in shifting risk management for events from reactive to preventative. Event risk management capability has a significant positive impact on event safety and performance success, as confirmed by the fourth hypothesis ($\beta = 0.74$, $p < .001$). This is proof of the fact that technology is not enough, but organisations need to create their own internal capabilities to use digital information. Lastly, the results of mediation analysis supported the notion that risk management capability is a mechanism of action by which encoded integration influences event outcomes. In total, the results support the notion that using technology in integration will increase organizational resilience with better event safety performance. (Tornatzky & Fleischer, 1990; Teece et al., 1997; Galbraith, 1974)

Theoretical Implications

This study makes several contributions to the literature. It provides a framework to expand Technology–Organization–Environment (TOE) theory by showing how technological integration impacts organizational risk capabilities within event management. Second, the study validates the Dynamic Capability Theory as digital technologies offer a means by which an organization has more visibility and flexibility in responding to unpredictable environments. Third, the results provide a validation of Information Processing Theory as an understanding of why and how information availability helps in better operational decisions by reducing uncertainty. (Tornatzky & Fleischer, 1990; Teece et al., 1997; Warner & Wäger, 2019; Galbraith, 1974)

Practical Implications

The study offers a number of implications for event management: Event companies need to use an integrated digital risk identification system. Operationalise real-time monitoring platforms. The use of predictive analytics for early warning and planning to prevent emergencies. Event executives ought to acquire technological skills. Digital systems and procedures for emergency response should be interconnected. (Vial, 2019; Verhoef et al., 2021; Silvers & O'Toole, 2021)

Recommendations

Based on findings, the following recommendations are proposed: All event organizations must use AI systems for predicting risk. Digital dashboards should be created for real-time observation of operations. Security/Operational teams should all be trained in Digital Risk Management. There should be central risk-information repositories. Event planning in the future should involve technology-based risk assessment frameworks. (Dwivedi et al., 2021; Mikalef & Gupta, 2021; Choi et al., 2018)

Limitations

This study is subject to a number of limitations. The cross-sectional research design is a hindrance to establishing long-term causality. Second, the data were gathered by self-report questionnaires that may cause answer bias. Finally, the target population of the study was event management professionals, so the results may not provide a reflection of both parties' thoughts and feelings. Fourthly, the study did not investigate the categories of events separately.

Future Research Directions

Future investigations could involve: Autonomous Risk Management systems with AI (Artificial Intelligence). Secure applications of blockchain technology related to events. Human Crowd Monitoring with IoT. Digital twin technology – event simulation. International comparison of different countries and event types. Longitudinal studies that have looked at technology adoption over time. (Dwivedi et al., 2021; Kshetri, 2021; Casino et al., 2019; Yaga et al., 2019; Atzori et al., 2017)

Conclusion

An Encoded Integration Framework for risk mitigation in event management was developed and empirically tested. The results validated the view that digital risk identification, integration of monitoring, and predictive analytics are key issues that enable a significant leap in event risk management capability. The findings reveal that the capacity to manage risk is one of the pivotal mediators of the positive influence that the integration of digital can have in event safety and on the success of event performance. The spread of that message is one of the most important points of the study: modern event organizations cannot continue to be reactive and must be technology- and data-informed in their approach to risk management. Encoded integration offers a practical and theoretical basis for enhancing resilience, operational effectiveness and safety, in progressively more complex event operations.

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