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The Importance of Event Monitoring in Enhancing Communication and Crisis Preparedness in Muslim Majority Country: Malaysia as a Case Study

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Abstract - This study aims to examine the importance of monitoring and communication in event planning, where unpredictable risks, socio-cultural sensitivities, and operational uncertainties frequently threaten event success. Hosted in a Muslim-majority, multicultural, and religiously diverse country, the research focuses on improving crisis preparedness through risk assessment, stakeholder engagement, and proper documentation. A qualitative research approach was adopted, conducting structured interviews with ten participants involved in event management and practice in Malaysia, including relevant authorities and tourism industry players. The data collected was thematically analysed to identify key themes related to event monitoring and communication. Findings showed that event monitoring and communication played a key role in ensuring event effectiveness and crisis preparedness. Risk assessment was identified as important in anticipating operational and reputational issues, while stakeholder engagement strengthened coordination and trust among organisers, authorities, and participants. Proper documentation was also found to support accountability, post-event evaluation, and future event improvements. This study was limited to selected respondents involved in event management in Malaysia as well as authorities responsible for formulating policies to safeguard the welfare of the majority Muslim community, which may limit the generalisability of the findings. Future studies may include larger samples or comparative studies involving different types of events. These findings provide guidance for event organisers in improving monitoring systems, communication strategies, and documentation procedures to enhance event management practices.

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1. INTRODUCTION

The event management industry has grown in line with the increasing demands of the tourism industry every year. Lee (2025) has said in this regard that from merely existing alongside travel, the event industry, which includes MICE, festivals and mega events, has become fundamentally integrated into the tourism infrastructure. It has become one of the most dynamic and rapidly growing sectors worldwide. Over the past few decades, the industry has experienced substantial growth, reflecting its increasing economic, social and cultural importance in contemporary society (Toscani et al., 2024). The events industry's transition from hosting small-scale local gatherings to coordinating international mega-events is one of the most significant structural shifts in modern hospitality and tourism. It is not just about selling more tickets but about a completely different operational and economic ecosystem. As an event grows in size, its management becomes increasingly complex.

One of the main challenges is the occurrence of risks and uncertainties that can affect the success of an event and subsequently negatively impact not only the reputation of an event organiser, but also the image of a country. These risks can include visitor safety, crowd control issues, technical failures or even weather disruptions. Therefore, events such as corporate conferences, exhibitions, festivals, religious gatherings, and community programs require extensive planning and coordination to ensure their success. As events continue to grow in scale and complexity, the need for an effective management system that ensures smooth operations, safety, and stakeholder satisfaction has become increasingly important. One of the key elements that contributes to successful event management is event monitoring and communication, which play a vital role in ensuring that all aspects of the event are controlled and executed properly. Without a proper monitoring system, such risks may go unnoticed until they escalate into serious problems. Risk assessments enable organisers to identify potential threats and prepare appropriate mitigation strategies in advance. Effective communication can support this process by ensuring relevant information is quickly conveyed to decision-makers and response teams. Although literature broadly acknowledges the importance of risk assessment and communication in mitigating operational breakdowns, conventional frameworks predominantly treat crisis management through a Western or culturally homogeneous lens (Lu et al., 2023; Dowson & Lamond, 2023). Existing studies largely focus on physical safety, crowd control, and emergency logistics (Still, 2020; Łuczak et al., 2021; Lu et al., 2023), leaving a notable literature gap regarding how event monitoring systems handle real-time socio-cultural and religious friction.

The significance of this study becomes evident when examining a series of recent incidents that expose the flaws in existing event monitoring systems. These include the controversy surrounding the offensive conduct of the international band The 1975 at the 2023 Good Vibes Festival (Astro Awani, 2023), which blatantly violated the law and offended the sensitivities of the Muslim majority and the issue of scantily clad models at the 2024 Sepang MotoGP event (NST Online, 2024), which sparked public concern regarding attire that failed to adhere to the principles of decency and morality enshrined in the Rukun Negara. This was obvious during the 2023 Coldplay concert, which sparked protests and calls for the cancellation of large-scale concerts due to religious sensitivities, ultimately compelling the government to introduce an on-stage emergency monitoring system known as the "Kill Switch" (Berita Harian, 2023), enabling authorities to immediately cut off the power supply should an artist violate guidelines concerning the

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Muslim community. A domino effect resulting from a failure to monitor compliance early on forced the event to be cancelled at the last minute, causing financial losses across the tourism supply chain, including hotels, logistics providers, and vendors.

By investigating event monitoring within Malaysia's unique socio-religious environment, this study bridges a vital empirical gap in crisis management literature. It expands conventional event risk models, which traditionally prioritise physical safety, to encompass socio-cultural risk governance, stakeholder alignment, and real-time compliance monitoring. In doing so, this research offers a nuanced framework for organisers and policymakers operating in culturally diverse, faith-sensitive markets. This framework aims to prevent such incidents from recurring and to ensure the success of events that not only attract tourists but also showcase the nation to the world. It provides a concrete framework for government agencies and private organisers to detect potential violations early, regulate on-site conduct in real-time, and, above all, uphold the cultural and religious sensitivities of the Muslim-majority population.

2. LITERATURE REVIEW

Event monitoring and communication have become increasingly important in contemporary event management due to the increasing complexity of events and the need for timely decision-making. In the event and tourism management literature, event monitoring is defined not as a single action, but as an ongoing, systematic process of tracking, evaluating, and managing data before, during, and after an event. Because events are high-risk, time-sensitive, and deeply connected to host destinations, the ability to identify potential risks and communicate effectively has become increasingly important in enhancing crisis preparedness and event resilience. In modern event management, this definition has expanded to include strict public health and environmental controls. Academic studies document a shift in which monitoring serves as a critical public health mechanism, requiring event managers to track physical variables such as crowd density, venue capacity and indoor ventilation to implement immediate risk reduction and safeguard the well-being of attendees (Melly et al., 2023). Meanwhile, in the wider public space, local authorities rely on similar monitoring procedures to control immediate externalities such as traffic congestion, vandalism, littering and noise pollution (Maguire, 2022). From a strategic perspective, research by Ramely et al. (2023) defines monitoring as an organization's alertness to surrounding conditions that could disrupt the effectiveness of an event. It also requires organisers to continuously assess external variables such as changing travel regulations, local economic downturns, or sudden political shifts. The authors note that this proactive posture allows event managers to adapt to changing market conditions and protect business continuity.

Previous studies have emphasised that effective monitoring enables event organisers to identify operational issues, assess potential risks, and respond promptly to unexpected situations. At the same time, communication facilitates information sharing among stakeholders and supports coordination throughout the event lifecycle. Together, these practices contribute to better event performance and improved crisis preparedness. This study reviews the existing literature on event monitoring and communication, focusing on three key dimensions: risk assessment, stakeholder engagement, and proper documentation.

2.1 Risk Assessment

Risk assessment is a fundamental component of event management, due to the inherent nature of events involving uncertainty, complexity and

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exposure to a variety of operational, safety and financial risks. Effective risk assessment enables event organisers to identify potential hazards, assess their likelihood and impact, and implement appropriate mitigation strategies before the risks escalate into a crisis. According to Li and Wang (2022), large-scale events present many risk factors that can significantly affect the operations and outcomes of the event. The authors emphasise that risk assessment is an important part of event risk management because it allows organisers to identify and prioritise the factors that have the greatest impact on the success of the event. They argue that risk assessment is essential to understand the degree of influence of different risks on event operations. While Li and Wang (2022) provide a strong baseline for risk prioritisation, their model primarily treats risk through a static, operational lens, offering limited insight into fast-evolving external contingencies.

Hutton et al. (2025), in their study of security at large-scale events, identified four key factors underpinning effective event security: risk assessment, stakeholder coordination, communication mechanisms, and preparedness planning. The study found that occupational health and safety requirements, duty of care obligations, and organisational preparedness for risk and crisis are important considerations for sustainable event management. This study effectively demonstrates the multi-faceted nature of security, yet its focus remains heavily weighted toward physical safety and legal liability, leaving socio-cultural and moral risk governance underexplored. Jones and Naidoo (2022) also emphasised that risk management in events cannot be done ad hoc, but it requires a structured process based on international standards involving phased steps that involve identifying, assessing, mitigating and then monitoring. Their study also shows that risk assessment is the initial step to crisis prevention; if risks are not identified early, they can become crises. This reliance on standardised, phased frameworks where the authors assume predictable environments, however, often lacks the flexibility required to navigate real-time, non-technical disruptions such as religious or community backlash. This is in line with the modern definition of risk management as a continuous process.

It can be concluded here that a good event organiser must conduct a risk assessment before, during, and after the event. Risk information must also be clearly communicated to all stakeholders because communication is important to ensure the mitigation plan is successful. Ultimately, synthesising these perspectives highlights that while current literature establishes the structural necessity of risk assessment, it predominantly treats risks as physical or operational, underscoring a clear need to expand risk models into socio-cultural contexts.

2.2 Stakeholder Engagement

Stakeholder engagement has been widely recognised as a critical component in ensuring the success of event management. Events typically involve multiple stakeholders, including organisers, sponsors, government authorities, service providers, and participants, each contributing to the planning, execution, and evaluation processes. Effective engagement among these stakeholders is essential to ensure coordination, shared understanding, and the successful delivery of event objectives. Karsokiene et al. (2025) describe stakeholders as a network of actors including government agencies, local entrepreneurs, communities and consumers whose collaboration is essential for inclusive, long-term programming and sustainable development. The same for a study by Rangkuti (2025), which emphasises governance and community empowerment as important stakeholders. Event monitoring needs to involve

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communication and coordination among them. This is to ensure that all parties remain aligned throughout the event lifecycle. Both Karsokiene et al. (2025) and Rangkuti (2025) successfully frame stakeholders as an interconnected network, but they understate the inherent power dynamics and conflicting priorities that often arise between regulatory authorities and private event organisers.

Citrawijaya (2025) reveals that proactive communication enables organisations to navigate unexpected operational shifts far more effectively, directly protecting the long-term reputation of the event or organisation and operational continuity. Although Citrawijaya (2025) rightly highlights proactive communication as a protective measure for brand equity, the study assumes open communication channels already exist, ignoring environments where rapid regulatory shifts occur with little notice. Nevertheless, according to Hubner et al. (2024), engagement is not just communication between stakeholders but also includes the process of collaboration and active involvement. This is because meaningful engagement enhances coordination, strengthens trust, and supports the overall effectiveness of event delivery. The authors make a vital distinction between passive communication and active collaboration, providing a crucial framework for multi-agency crisis response. This is particularly important in complex event environments where multiple parties must work together to achieve shared objectives. For events and tourism, support from local host communities prevents friction and maintains the authentic cultural identity that attracts visitors. Meanwhile, governments and local authorities must collaborate in providing the permits, licenses and legal clearances needed to operate safely and legally. The same goes for the workers, suppliers and transportation vendors who are responsible for handling the day-to-day operations. Without productivity and reliable delivery of goods, a business or event comes to a complete standstill.

Overall, stakeholder engagement is a fundamental element of successful event management. It enhances coordination, ensures alignment of objectives, and supports effective communication among all parties involved. In addition, strong stakeholder engagement contributes to improved decision-making and increases the likelihood of successful event outcomes. Critically, while the literature agrees on the necessity of stakeholder synergy, existing models treat engagement as a static agreement rather than an ongoing negotiation of cultural, socio-political, and operational alignment.

2.3 Proper Documentation

Documentation provides a formal record of decisions, actions, approvals, and communications throughout the event lifecycle. It promotes accountability by ensuring that responsibilities, decisions, and actions are clearly recorded and can be traced when necessary. This is particularly important when multiple stakeholders are involved in an event. A study done by Thylstrup et al. (2022) explicitly explores how record-keeping systems act as the primary structural vehicle for tracking organisational processes. It establishes that creating a systematic, unalterable record of key decisions is what truly enables an organisation to carry out successful key actions and hold actors accountable for past actions. This study provides valuable insights into structural accountability. However, their perspective treats documentation largely as a post-hoc audit tool rather than an active, real-time mechanism for crisis response.

Proper documentation can be served as evidence that event organisers have undertaken appropriate planning and risk management measures. In the event of disputes, accidents, or legal claims, documented records provide proof of

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compliance and due diligence. A comprehensive study analysing risk management at mass events emphasises that safety protocols must be rooted in a legal framework in which event organisers maintain clear risk ownership (Hutton et al., 2025). This is because events, by their nature, bring people into confined spaces under tight time constraints, generating significant logistical, financial and physical uncertainties, requiring documentation that records administrative procedures, communication protocols and structured contingency plans to create lasting organisational protection (Rodrigues, 2025). Both Hutton et al. (2025) and Rodrigues (2025) effectively establish the legal and defensive value of record-keeping, yet their analyses remain narrowly confined to formal legal liabilities and financial claims.

When disputes arise, having these structured, step-by-step risk maps documented serves as direct evidence that organisers fulfilled their "standard of care" to prevent negligence claims and protect long-term brand equity (Rodrigues, 2025). This emphasis on standard legal protection overlooks how real-time documentation can serve as proof of adherence to non-legal guidelines, such as local socio-religious codes and community standards.

In summary, proper documentation is a critical component of event management that supports accountability, risk management, stakeholder communication, and organisational learning. By maintaining accurate records of event activities, decisions, and incidents, event organisers are better equipped to demonstrate compliance, coordinate stakeholder actions, and respond effectively to unexpected situations. Furthermore, documentation provides valuable insights for post-event evaluation and continuous improvement, contributing to the overall effectiveness and sustainability of event management practices. Thus, while existing literature thoroughly justifies documentation as a tool for legal defence and administrative oversight, there remains a gap in examining how continuous real-time documentation supports live compliance monitoring during unexpected operational disruptions.

Overall, the literature suggests that effective event monitoring relies on the integration of risk assessment, stakeholder engagement, and proper documentation. Risk assessment enables event organisers to identify and mitigate potential threats before they escalate into crises, while stakeholder engagement facilitates collaboration, communication, and coordination among parties involved in the event. Proper documentation complements these processes by providing accurate records of decisions, actions, and outcomes, thereby supporting accountability, organisational learning, and informed decision-making. Together, these elements strengthen operational control, enhance crisis preparedness, and contribute to the successful planning, implementation, and evaluation of events. As events grow in scale, the need for effective event monitoring becomes increasingly important. Larger events involve more stakeholders and operational complexities, increasing the likelihood of unforeseen issues. Again, effective monitoring allows organisers to detect potential problems early and take corrective actions before they develop into major disruptions, thereby supporting smooth event operations and successful event outcomes. This proactive approach contributes to smoother event operations, better decision-making, and an enhanced attendee experience.

3. METHODOLOGY

The study adopted a qualitative research design executed in three sequential phases: a literature-based framework design, primary stakeholder interviews, and an expert validation stage.

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3.1 Phase 1: Preliminary Framework Design

A systematic review of academic literature, government guidelines, and policy frameworks surrounding Islamic tourism and event governance was initially conducted. This phase established the baseline theoretical foundations and identified preliminary evaluation characteristics prior to fieldwork execution. These insights informed both the interim framework structure and the semi-structured interview protocol.

3.2 Phase 2: Data Collection and Qualitative Analysis

To analytically evaluate and refine the framework characteristics, structured interviews were conducted with 10 purposely selected stakeholders directly involved in Islamic events, tourism, and regulatory governance in Malaysia. Purposive sampling ensured cross-sector representation, comprising government officials, private event organisers, and tourism and cultural representatives. Participants were selected based on their operational experience in managing public events and their familiarity with Islamic event management principles. Using a focused qualitative cohort aligns with established research standards, where targeted samples provide rich, context-specific insights (Wutich et al., 2024). While foundational literature indicates code saturation can occur around nine interviews (Hennink et al., 2017; Hennink & Kaiser, 2022), sample size adequacy depends primarily on analytical complexity and group homogeneity (Zimmer et al., 2023). In this study, code saturation was systematically monitored and verified during data collection rather than assumed from literature thresholds. Interviews lasting between 45 and 60 minutes were recorded, transcribed verbatim, and analysed concurrently. Data collection was concluded when sequential transcript analysis yielded no novel first-order codes or distinct sub-themes, confirming thematic

3.3 Phase 3: Expert Validation and Model Finalisation

Following thematic synthesis, a second round of expert validation was conducted to refine the finalised framework. Three independent experts specialising in Islamic tourism, event management, and religious governance were engaged to review the proposed model. The experts evaluated the framework across two key parameters: religious authenticity (ensuring strict alignment with Shariah principles) and practical applicability (assessing operational feasibility for real-world event execution). Feedback from this panel was integrated to establish the final proposed Islamic Event Framework.

4. FINDINGS AND DISCUSSION

The analysis revealed three key themes associated with effective event monitoring and communication: risk assessment, stakeholder engagement, and proper documentation. These themes were consistently highlighted by the respondents as important elements in ensuring smooth event operations, enhancing communication effectiveness, and strengthening crisis preparedness.

The findings indicate that risk assessment is considered a fundamental component of event monitoring. Most respondents emphasised the importance of identifying potential risks before and during an event to minimise disruptions and ensure operational continuity. Several respondents noted that risk assessment enables organisers to anticipate issues related to safety, logistics, crowd management, and programme execution. As shown in Table 1, all ten participants agreed that risk assessment is an important component of event monitoring. The findings indicate a strong consensus among participants regarding the importance of identifying and evaluating potential

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risks throughout the event lifecycle.

Table 1. Perception of risk assessment in event monitoring

Response	Frequency
Agree	10
Disagree	0
Total	10

To evaluate the extent of risk assessment integration in event monitoring, participant responses were coded into positive and negative thematic units, as summarised in Table 2 below. As shown in Table 2, the qualitative coding +Y refers to "Yes" or confirmation and -N is "No" during qualitative content analysis under the Risk Assessment dimension, it yielded exclusively positive responses (n = 10 total units), with no negative units recorded.

Table 2. Evaluation of risk assessment in event monitoring

Positive			Negative		
Code	Theme	Unit	Code	Theme	Unit
+Y1	Post-mortem	3	-N		0
+Y2	Carried out risk identification	4			
+Y3	No detail	3			

Participants generally viewed risk assessment as a proactive measure that enables event organisers to anticipate potential problems and implement preventive actions before disruptions occur. The findings suggest that risk assessment contributes significantly to crisis preparedness and operational effectiveness by allowing organisers to respond promptly to emerging threats. Data analysis reveals that participants reached a consensus on the absolute priority of safety over other operational or financial considerations. P6 participant clearly stated:

"The most important risk in an event is safety."

The findings of Hutton et al. (2025), who examined event safety via a multi-stakeholder lens involving event planners, law enforcement, and medical workers, are consistent with this participant insight. The participants' direct emphasis on safety aspects supports the argument that, although various event stakeholders often approach risk management from different perspectives, they share a unifying primary objective, which is preventing the burden of harm. By validating participant statements against the framework of Hutton et al. (2025), the data indicate that an event cannot achieve its strategic, economic, or sociocultural goals if its core operational security infrastructure fails to function.

Another participant responded:

"Risk assessment is a must, and it must be conducted before and after the event to ensure any unwanted incident could be avoided during the event and in the future"

This finding suggests that respondents view risk assessment as a proactive mechanism for preventing operational failures. The result is consistent with Jones and Naidoo (2022),

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highlighting that systematic risk assessment enhances organisational preparedness and supports effective event management. Overall, this data analysis demonstrates that risk assessment is not merely a planning document prepared prior to an event; rather, it encompasses the entire real-time event monitoring process. Without clear risk indicators serving as benchmarks, monitoring data collected during the event would lack context and fail to translate into swift mitigation actions. Consequently, the ability to detect, assess, and respond to security threats at the event site establishes risk assessment as a fundamental pillar of a safe and sustainable event management ecosystem.

However, the effectiveness of this risk monitoring instrument cannot be achieved through the efforts of the organiser alone or by a limited number of parties. Given that safety dynamics at event venues involve multiple operational layers, the implementation of holistic event monitoring requires coordination across organisational boundaries. Accordingly, this analysis will explore stakeholder engagement to understand how collaborative networks among various parties influence the effectiveness of event monitoring. As emphasised by participant P4:

"The success of Islamic tourism in Malaysia is the result of strategic cooperation with tourism industry players and government agencies that jointly develop and promote the Muslim-friendly tourism here".

The importance of stakeholder engagement in the Malaysian context is viewed as even more critical when dealing with specific market niches, such as Islamic tourism and Muslim-friendly events. Research data indicates that the monitoring and management of this tourism ecosystem cannot be driven in isolation; instead, it requires full alignment between the private sector and government regulatory bodies. The statement from P4 reveals that the event monitoring model within Malaysia's tourism ecosystem extends beyond the physical logistics management at event venues, but it entails strategic monitoring of standards and compliance. Collaboration between industry players such as event organisers, hoteliers, and travel agencies and government bodies like the Islamic Tourism Centre and JAKIM ensures that the events organised consistently align with Malaysia's reputation as a global hub for Islamic tourism. This finding supports the study by Citrawijaya (2025), which examines the role of communication strategies in effective crisis management across various industries and highlights how tailored approaches can mitigate risks, preserve reputation, and foster stakeholder trust. The importance of stakeholder engagement is summarised in Tables 3 and 4, with which all participants agreed.

Table 3. Stakeholders' engagement in event monitoring

Response	Frequency
Agree	10
Disagree	0
Total	10

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Table 4. Evaluation of stakeholders' engagement in event monitoring

Positive			Negative		
Code	Theme	Unit	Code	Theme	Unit
+Y1	Follow stakeholder's requirements	4	-N		0
+Y2	Work strategically with individual partner	3			
+Y3	Embrace the concept of obtaining feedback for improvement	3			

The summary tables above clearly demonstrate an absolute consensus among participants regarding the importance of stakeholder engagement in driving the effectiveness of event monitoring. This data confirms that the evolution of modern event management can no longer proceed in isolation. The alignment of participant views, supported by global literature ranging from physical risk management (Hutton et al., 2025), sustainable governance (Rangkuti et al., 2025), and reputation crisis management (Citrawijaya, 2025) to tourism supply chain resilience (Karsokiene et al., 2026), reinforces the argument that multi-stakeholder engagement is no longer merely an operational choice but a strategic necessity. In conclusion, the integration of transparent information and the sharing of responsibilities among the public sector, private sector, and local communities are key to ensuring that the event monitoring process safeguards the short-term safety of the event site while maintaining the long-term resilience of the tourism destination.

Finally, there is proper documentation, which serves as a bridge connecting current monitoring operations with future strategic planning. Without a robust documentation system, information gathered during risk monitoring would be lost, thereby hindering knowledge transfer within the organisation. A study involving 10 participants confirmed this, with all of them in agreement, as shown in Tables 5 and 6.

Table 5. Proper documentation in event monitoring

Response	Frequency
Agree	10
Disagree	0
Total	10

Table 6. Evaluation of stakeholders' engagement in event monitoring

Positive			Negative		
Code	Theme	Unit	Code	Theme	Unit
+Y1	After post-mortem	6	-N		0
+Y2	No-detail	4			

Based on data collected via structured interview instruments, all ten participants unanimously agreed that maintaining log records, visitor density data, and post-event reports is crucial for risk management. However, in-depth analysis revealed that while participants acknowledged the theoretical function of documentation, they did not provide extensive narrative commentary on it compared to aspects such as physical security and inter-agency

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cooperation. The participants' tendency to simply agree—without elaborating on this variable—can be understood in light of the study by Biaett and Richards (2020), which notes that while event organisers and destination managers generally acknowledge the importance of documentation, monitoring data is often neglected and not critically analysed once the event's wrap-up phase is complete. From the perspective of industry resilience, the participants' implicit acceptance of the importance of this documentation remains a critical foundation, as highlighted by the study of Karsokiene et al. (2026), which asserts that consistent documentation of the tourism supply chain is key to destination endurance. Therefore, although this documentation variable was less frequently discussed verbally by the participants, their consent demonstrates that documentation is recognised as an essential supporting instrument in event governance.

Overall, the study data indicate a unanimous consensus among all ten participants that the three initially proposed key variables—risk assessment, stakeholder engagement, and proper documentation—constitute the fundamental pillars underpinning the event monitoring framework. The combination of these three variables is recognised as a robust operational foundation for managing risks at event sites. This is illustrated in Figure 1 below:

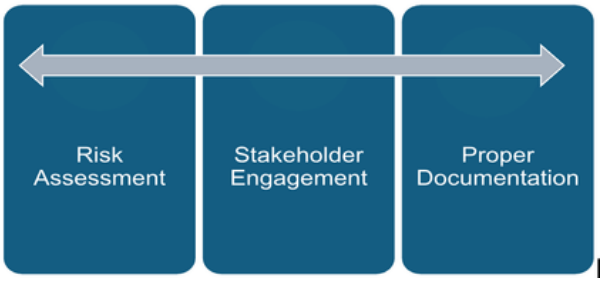

Figure 1. Initial Event Monitoring Framework

However, in-depth thematic analysis reveals that this event monitoring framework is not static. Beyond the original three variables, some participants actively expanded the framework's structure by proposing a new, standalone variable as a fourth dimension: Compliance and Engagement. The emergence of this fourth variable demonstrates that, within the modern tourism landscape, the function of event monitoring must evolve from monitoring internal operations to monitoring external governance. The participants' proposal to establish the variables of compliance and engagement is supported by the destination endurance model from the study by Karsokiene et al. (2026), which emphasises that the resilience of a tourism destination depends on the strategic integration of the supply chain. Viewed through this lens, compliance serves as a mandatory monitoring instrument to ensure that all industry players consistently adhere to national standards (such as the Muslim-Friendly standard in Malaysia, as cited by P4). Meanwhile, the engagement aspect of this new variable aligns with Citrawijaya's (2025) arguments regarding cross-industry crisis management. Effective monitoring requires transparent, two-way communication between government agencies and private organisers. Integrating "compliance and engagement" as this fourth variable directly resolves the inefficiencies in post-event data management that frequently occurred in the past. Under this approach, records and information gathered during monitoring are no longer neglected or lost once the event concludes. Instead, they are actively shared between the government and industry players. The identification of this new variable derived from participant suggestions not only complements but also strengthens the existing event monitoring framework, thereby ensuring the long-term sustainability and success of the tourism destination.

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In conclusion, the analysis of field data unequivocally validates the integration of four key variables in the development of a comprehensive event monitoring framework. This framework proves critical for enhancing crisis management within the event management industry, particularly in Muslim-majority nations like Malaysia, where various cultural and religious sensitivities must be upheld. The identification of the fourth variable, 'Compliance and Engagement,' derived from participant input has elevated the model from a standard operational monitoring tool to a strategic instrument for managing destination reputation. The following is the final framework resulting from this study, as shown in Figure 2.

Figure 2 above illustrates how the interaction between risk assessment, stakeholder engagement, and proper documentation, supported by the new variable of compliance and engagement, forms a robust chain of defence. Through this final framework, event organisers and government agencies possess clear guidelines to monitor physical risks and prevent reputational crises involving the sensitivities of the Muslim majority, thereby ensuring the long-term resilience of the tourism destination.

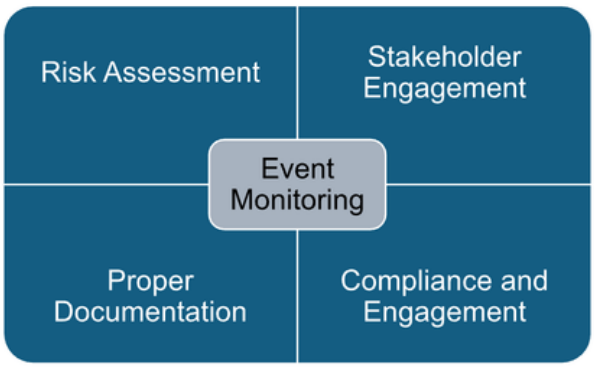

Figure 2. Final Framework of Event Monitoring in Muslim Majority Country

5. CONCLUSION AND RECOMMENDATION

This study concludes that event monitoring can serve as an important safeguard in managing crises within the events and tourism industries. This is particularly relevant in Malaysia, where event planning needs to consider religious and cultural sensitivities alongside operational requirements. The study demonstrates that relying solely on reactive measures after an issue occurs is insufficient; proactive preparation and continuous monitoring are needed throughout the event planning and implementation process. The study also confirms that risk assessment, stakeholder engagement, and proper documentation are fundamental elements of effective event planning and operations. However, beyond confirming these established elements, the study demonstrates how they can be further strengthened through an integrated monitoring approach. This development reflects the practical insights obtained from the study and highlights the importance of monitoring as a continuous process that supports early risk identification, stakeholder communication, and crisis preparedness.

Thematic analysis revealed that industry practitioners do not view these elements in isolation or as static components. This led to the emergence of a fourth critical variable, which is compliance and engagement. The combination of these four variables in the final framework illustrated in Figure 2 demonstrates that effective crisis management requires a holistic, integrated approach. In conclusion, the framework developed through this study is not merely a tool for ensuring safety on the ground, but it serves as a strategic guide to protect the tourism industry of Muslim-majority nations from being embroiled in sensitivity-related crises that could undermine long-term economic resilience.

Based on the four-variable framework validated by the study data, several practical measures are proposed for the attention of the

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industry and the authorities. Firstly, event organisers should establish a dedicated team responsible not only for physical security but also for monitoring compliance, specifically by vetting the backgrounds of invited panellists, performance content, and event concepts to ensure alignment with local cultural norms prior to the event. Furthermore, the method of maintaining log records needs to be upgraded to a centralised digital system. This step is crucial to ensure that post-mortem report data is not lost, thereby enabling organisers to learn from past mistakes when planning future events. To ensure the effectiveness of this initiative, local authorities and relevant ministries are encouraged to develop a digital platform that enables the direct sharing of information with private organisers. Consequently, this two-way communication will facilitate organisers in receiving advance notice regarding any policy changes or guidelines concerning current sensitivities.

In conclusion, regulatory agencies need to issue specific guidelines detailing how to manage risks associated with the sensitivities of the Muslim majority. This would enable private event organisers to clearly incorporate these elements into their risk assessment forms. To evaluate the effectiveness of this framework, future researchers are encouraged to test this four-variable model using quantitative methods. Such a step is crucial for statistically determining the strength of the relationship between each variable and the effectiveness of crisis management. Future studies could also examine differences in the implementation of this framework across various Malaysian states that adopt distinct approaches to tourism regulation, in order to understand how local policy factors influence the level of compliance among event organisers.

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