A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

BRINGING EVENTS TO LIFE:

AN EXPLORATORY STUDY ON THE ROLE OF PROJECT MANAGEMENT IN THE FASHION INDUSTRY

CHIARA LUSCRI'
59500

Work project carried out under the supervision of:

Paulo Faroleiro

23/05/2025

Acknowledgments

To my advisor,

whom I sincerely thank for his attentive and constant guidance, which has been a fundamental reference throughout the development of this thesis. His availability, methodological clarity, and ability to provide timely feedback—always with a courteous and constructive tone—allowed me to approach the work with rigor, but also with that serenity essential to making it more manageable and enjoyable, despite its complexity. Our weekly meetings were not just academic discussions for me, but genuine opportunities for personal and professional growth, always accompanied by a sense of lightness and humanity that I deeply appreciated.

To my parents,

thank you for always being by my side, even from afar. I know I don't show it enough, but I think every day about how lucky I am to have you. You've accompanied me through every phase of my growth, never letting me feel alone. Even during the hardest times, on nights when I studied late, you would stay on video call with me, falling asleep exhausted just to keep me company—even though your alarm was set for six in the morning. You came to visit me whenever I needed it most, in Lisbon and in Milan, with that quiet and precious presence of yours that always makes me feel at home. You've always given me everything I could have wished for, and even what I didn't yet know I needed. You put aside your own plans, your holidays, dedicating all your energy to ensure I had a better future. You taught me that love shows itself in a thousand silent gestures: in unspoken sacrifices, in the "everything's okay" you told me even when you were exhausted—just so as not to weigh down my days. In giving without ever asking for anything in return. If I know what love is today, it's thanks to you, who gave me the purest and most unconditional form of it. Thank you for every time you gave up something so I could have enough. Thank you for teaching me how important education is, always placing it first, even when it meant facing countless sacrifices, especially

financial ones. Thank you for always being my biggest supporters, cheering so loud that I didn’t even notice who wasn’t. Thank you for truly understanding me. Even when I came home drained from a terrible day, when I told you I couldn’t study or that a group project seemed overwhelming, you never dismissed what I was feeling. You never compared my struggles to yours, to your work problems or the weariness of your days—though I know how heavy they can be. On the contrary, you always listened with care, giving value to what I felt. Knowing that my emotions had space, even when I was the only one talking about them, is a priceless gift I carry within me. Thank you for teaching me to never give up and to always give my best. You didn’t celebrate with me only in moments of success—you were there, with the same pride, even when things didn’t go as planned. You passed on the idea that what truly matters is commitment, dedication, and the courage to always try, with sincerity and passion. Even when I stumbled, you never stopped reminding me that setbacks happen to everyone—and that what really makes the difference is how we choose to face them. Because, as you taught me, life is 10% what happens to us and 90% how we react to it.

Thank you, Dad, for always telling me that "where there’s a will, there’s a way"—a phrase so simple and direct, yet it’s become a silent mantra for me in every moment of struggle, a constant reminder that gave me the strength to overcome even the toughest obstacles. You taught me that dreams aren’t just wishes, but engines that build the reality around us. They’re the starting blueprint of what, with determination and faith, can take shape within and beyond ourselves. You taught me that to visualize is to create, that imagining success with conviction is already the first step toward achieving it. Before every exam, you always told me to picture myself leaving the room happy and satisfied, having already passed it. “Picture yourself beyond it already,” you’d say, “because the energy we bring to things can truly change them.” The obstacle was no longer ahead of me, but already behind, because the moment I started to truly believe, I had already begun to overcome it. It’s also thanks to this way of thinking,

which you gradually passed on to me, that many dreams have finally taken shape. And, Dad, it's also thanks to your candid nature and firmness that I've learned to be so determined. Your discipline and tireless dedication to work have always been a source of admiration. You were a concrete example for little Iaia, a silent but present guide in every one of my steps.

And thank you, Mom. Since I was little, you've passed on your contagious positivity and unstoppable strength. You taught me to face challenges with the grit, heart, and character needed to stay strong even on the worst days. But most of all, you taught me to do so with a smile—with the intelligent lightness of someone who doesn't let difficulties break them. You've always been there. Always. Even when I called you in the middle of the night, or in the morning before an exam, and your calm, loving voice was the only thing able to soothe my anxiety. You never once backed away. You made me feel embraced at every moment. And you looked at me with eyes full of pride—even when I struggled to believe in myself. You always found the right way to be there, making me feel I was never alone. If I still smile even when things are hard, it's because you taught me that it's possible—and necessary. Because life, even in its hardest moments, is teaching us something, and deserves gratitude for everything it gives us. Facing it with a grateful heart is the first step toward making it brighter. Everything I've done, I did above all for you. Every difficult moment I faced, every sleepless night spent studying, I lived with the will not only to prove to myself that I was strong and capable—but most of all with the deep desire to make you proud of me. I still remember, on New Year's Eve of 2020, my wish at 3, 2, 1 was exactly this: to make you proud throughout this academic journey, which I knew would be long and winding, but which I was determined to complete with all the strength and drive you instilled in me. And today, five years later, as I look into your eyes, I truly hope I've succeeded.

You gave me wings to fly: the chance to explore, to travel, to gain new experiences, to build my independence and enrich my cultural background. But you also gave me deep roots—

made of love, values, and a sense of responsibility. Roots that keep me grounded, guide my choices, and always remind me who I am. And it's precisely this balance that has shaped the woman I am today. As the quote by Nelson Mandela on my degree certificate reminds us, "Education is the most powerful weapon which you can use to change the world." And if I hold this precious gift in my hands today, it's only thanks to you, Mom and Dad, who patiently and selflessly gave it to me. Thank you for loving me, always, with the purest and most unconditional love I know. You were my first home, my safest place. And you always will be.

To Mel and Laura, my constant companions during this last year.

Thank you for being home—even when I felt far from it. For our late-night chats, or "guttigghio," as Laura would say, first in 248, then in 344, and most of all in the iconic 141, always with Maria's message: "Can you lower down the voice? I wanna sleep." For our kitchen conversations, our ritual "how long till you come up?", Mel's infamous carbonara, and Laura's beloved meat rolls. For painting azulejos during the most random moments of our lives, our hiking trips in Madeira, and your unique way of knocking—I only needed one knock to know exactly who it was. For Mel suddenly appearing at my door with funny faces just to scare me (and succeeding every time), and for Laura waking me up with her unmistakable "Nnaghati, we have to go," paired with stares impossible to ignore. For all the times we got ready together for a party, for Lucio Battisti with Mel and Geolier with Laura. For being there during the good times and even more so during the hard ones, always managing to calm me down and reminding me that, one way or another, everything would work out. For your sincerity and kind souls, your way of guiding me toward new perspectives, teaching me—as Laura loves to say—that life isn't made of just black and white, but mostly of the grey shades in between. For your discipline and determination, showing me the value of consistency, especially in studying. For sharing everything—like sisters and best friends.

Thank you for coloring this journey: without you, nothing would have been the same.

***To Sofi and Lore,* my Gossip Girls,**

Thank you for making my days in Carcavelos burst with vitality and unpredictability. Your presence brought light even in my dullest moments, and for that I'll never be thankful enough. Your contagious enthusiasm was a true source of positivity, making every moment different from the last—because, let's be honest, you always had something thrilled and exciting to share. More than anything, thank you for the overwhelming energy you brought, for your stories straight out of a Shonda Rhimes script—full of twists, both surreal and utterly real. The candlelit dinners on Sofi's terrace will forever be among my fondest memories: our wild laughter echoing to the upper floors, our knowing glances saying everything without words. You were that spark that made every day more interesting, more real, a presence impossible to ignore and even harder to forget.

***To Giulia, Fede, Nene, and Lodo*: my Winx.**

You are and always will be my anchor. We've been friends since we were little girls, and even though we now live in different corners of the world and rarely get time together, you've never let me feel alone. There are no words to express how much I love you. In a world where genuine bonds are increasingly rare, I've been lucky enough to find you. There's a poem by Wordsworth that I hold dear: "My heart leaps up when I behold a rainbow in the sky." In a few lines, it conveys a powerful message: that the sensitivity and purity of childhood should guide us even as adults—and that sense of wonder, sincere and fragile, should never be lost. That's how it is with you. When we're together, the most authentic part of me comes alive: the little girl who sees the world with clear eyes, who laughs uncontrollably, who still believes in the sweetness of simple things, who isn't afraid to show her true self. Your friendship is this: a return to what's essential, to the purity of wonder, to that simple, full joy that only childhood can give. So thank you for being that rare space where childhood never left, where

the soul stays free and the heart still leaps at every rainbow.

To Marco,

for your constant support and help during this year at Nova. Thank you for always being there—without hesitation—every time I needed clarification, a different perspective, or someone to help me see things more clearly. I'll never forget those nights spent studying Statistics, when you helped me understand what I struggled to grasp, or that evening before your own thesis defense, when you still made time to answer my last-minute questions for the Finance exam I had the next day. You played an important role in my growth—both academically and personally. Your direct and rational way of thinking helped me face both studies and life with more clarity and determination. You always reminded me how important it is to approach an exam calmly. You said that while serenity alone doesn't guarantee success, too much anxiety can jeopardize everything. And over time, I realized how true that was. You taught me a lot, and I'm truly grateful.

To Nova,

for transforming a place of study into a space where I could feel lighthearted, carefree, and free of anxiety.

***To Milestone,* my home.**

To padel, to -1 parties, to Masterchef-style cooking, to Sara—the best resident manager we could have hoped for, to all the people I met along the way: the first semester group and the second-year crew, each carrying a piece of my heart.

To Carcavelos,

to our lunch breaks on the beach between classes, to Zumba sessions, to Nova's merenda mista, to the sweet potatoes from the surf shack and the padel bifana. To those walks to campus with "Walking on a Dream" or "Relax My Eyes" in my AirPods—moments when I finally felt full of life, free. To the gift of having the ocean just ten minutes away on foot, a

refuge whenever I needed it. To the most beautiful sunsets I've ever seen—like hand-painted skies. To walking barefoot on the sand, to watching the sunrise and rediscovering beauty in the little things. To those long, intense days that left me falling asleep exhausted, but with the satisfaction of having lived every minute fully. To living with lightness, to not overthinking. To feeling free to be myself, unfiltered—whether in the kitchen with my hair tied up and my pink headband, or on the dancefloor in sneakers, with nothing to prove to anyone. To going wild at K Urban with 2010s hits, wishing this phase of my life would never end. I let myself be carried by the slow rhythm of Portuguese life, by unexpected smiles, by a kindness that made me feel welcomed—as if I had truly found my place in the world. I never imagined that the flight I took a year and a half ago would bring me back with such a full heart. Full of gratitude, of memories, of emotions.

I've learned that happiness isn't found in the places we expect to find it. It comes when we stop chasing it, when we let go of the need for control, lower our guard, and simply live. It hides in the little things, in everyday gestures, in the simplest and quietest moments. Then, suddenly, it surprises us. And we realize that what we're living is exactly what we needed—even if we didn't know it.

To this experience, that changed my life.

Obrigada. Já tenho saudades.

Abstract

Beneath the allure of fashion events lies a fast-paced, high-pressure environment where coordination, timing, and adaptability are essential. This study investigates the role of Project Management practices in this unique context, examining their adoption, challenges, benefits, and shift toward hybrid approaches. By combining a Systematic Literature Review with qualitative interviews through triangulation, this research offers a comprehensive view of current PM methodologies. The paper aims to explore how project management tools can be effectively adapted to the specific needs of fashion event planning, introducing a hybrid model able to combine structure with the flexibility required by this dynamic sector.

Keywords: Project Management, Fashion Industry, Event Planning, Fashion Events, Systematic Literature Review (SLR)

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

1. **Introduction** 3
2. **Theoretical Background** 3
2.1. Project Management 3
2.2. Fashion Industry 5
2.3. Project Management in Event Planning 6
3. **Research Methodology** 6
3.1. Research Questions 6
3.2. Triangulation 7
3.3. Systematic Literature Review (SLR) 7
3.3.1. Planning the Review 8
3.3.2. Conducting the Review 10
3.4. Qualitative Research 11
3.4.1. Sample Selection 12
3.4.2. Data Collection 13
3.4.3. Data Analysis 13
4. **Analysis and Findings** 14
4.1. SLR Results 14
4.1.1. RQ1 – Project Management Adoption 15
4.1.2. RQ2 – Main Barriers of PM 16
4.1.3. RQ3 – Benefits of Project Management and Its Response to Unexpected Events 17
4.1.4. RQ4 - Hybrid Project Management in Fashion Events 18
4.2. Qualitative Research Results 18
4.2.1. RQ1 – Project Management Adoption 18
4.2.2. RQ2 – Main Barriers of PM 19
4.2.3. RQ3 – Benefits of Project Management and its Response to Unexpected Events 20
4.2.4. RQ4 – Hybrid Project Management in Fashion Events 21
4.3. Triangulation Results 21
5. **Discussion** 22
5.1. Proposal of a Hybrid Model 22
5.2. Limitations and Considerations 23
5.3. Directions for Future Research 24
5.4. Managerial Implications 24
5.5. Conclusions 25
6. **References** 26
7. **Appendix** 31

1. Introduction

In an industry where creativity, speed, and precision converge, fashion events represent high-impact projects that require rigorous planning and coordination. From runway shows to brand activations, their success is driven by a perfect fusion of artistic vision and effective organization. In this setting, Project Management (PM) emerges as a potential tool to support the logistical complexity typical of these types of events. However, a limited body of research has examined its effective role in the fashion industry. The purpose of this study is to provide an overview of how Project Management is applied within fashion event planning by exploring four key areas: the extent to which Project Management is adopted, the main barriers to its implementation, its perceived benefits, specifically in managing unexpected challenges, and the suitability of hybrid models. This paper is organized as follows: The Theoretical Background establishes the foundational themes. Subsequently, the Research Questions are first answered based on findings from a Systematic Literature Review (SLR) and then further explored with qualitative interviews. Through triangulation, the results of both are merged. The paper concludes with a discussion of the results, including the proposal of a new hybrid model, limitations, and directions for future research. This study is one of the first attempts to systematically integrate Project Management methodologies within fashion event planning.

2. Theoretical Background

The Theoretical Background establishes the study's conceptual foundation by clarifying key terminologies and presenting an overview of Project Management, the Fashion Industry, and the role of Project Management in Event Planning.

2.1 Project Management

Before delving into the principles of Project Management, it is essential to understand what a project is. According to the International Organization for Standardization (2021), a project is

an organized set of procedures involving coordinated actions to accomplish a specific goal. The project life cycle comprises four phases: initiation, planning, execution, and closure (Watt 2014). Within each phase, various limitations must be supervised. The Triple Constraint framework, introduced by Barnes (1969), includes scope, time, and cost, where changes to one element inevitably affect the others (Schwalbe 2009). Given the complexity of projects, Project Management emerges as a structured approach to ensure their successful execution. Although it lacks a universally recognized definition, it is generally defined as the “application of knowledge, skills, tools, and techniques to project activities to meet the project requirements" (Project Management Institute 2021). Human beings have been undertaking projects since the earliest stages of civilization: primitive hunting operations were temporary efforts aimed at providing food for the community (Watt, 2014). Throughout history, many large-scale and high-risk projects, such as the Pyramids of Giza and the Great Wall of China, have been completed without formalized frameworks. Yet, they still embodied PM core principles, such as effective task execution and goal-driven planning (Kabeyi 2019). The foundations of Project Management theory began only in the 20th century with Henry Gantt, Henri Fayol, and Frederick Taylor's work on scientific management (Prieto 2015). However, the turning point emerged when structured methodologies began to be applied to complex undertakings. Major projects such as NASA’s Apollo Program significantly influenced the advancement of modern Project Management. The Apollo mission represented NASA’s first formal implementation of Project Management, driven by the need to handle unprecedented complexity and the objective of sending a man to the Moon (Seymour and Hussein 2014). In response to the growing need for standardization, the Project Management Institute (PMI) was established. One of its most significant contributions is the publication of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, which has evolved into a globally recognized reference for the industry (Kabeyi 2019). Between 1980 and 1994, the rise of personal computers (PCs)

significantly influenced Project Management evolution. Finally, during the 1990s and the early 2000s, it became a formalized academic field, leading to the establishment of specialized university programs and professional certifications (Seymour and Hussein 2014).

2.2 Fashion Industry

The Fashion Industry comprises the design, production, distribution, marketing, retail, and promotion of a wide variety of garments (Ciarniene and Vienazindiene 2014). Fashion serves not only as a major economic force, with an estimated value of $1.7 trillion in 2023 and a global workforce of over 300 million people, as reported by McKinsey & Company (2025), but also as a reflection of broader societal, cultural, and aesthetic evolution. The Fashion Industry is characterized by high volatility and low predictability as consumer demand is influenced by rapidly shifting trends (Nenni, Giustiniano, and Pirolo 2013). Collections are often developed under tight deadlines and are subject to short product life cycles, reflecting the fast-paced nature of the sector (Christopher, Lowson, and Peck 2004). In this dynamic setting, the industry can be categorized into key segments: haute couture, designer ready–to–wear, luxury fashion, premium brands, mass-market, and fast fashion, as illustrated by Sorger and Udale (2006) fashion pyramid (Lin, Piercy, and Campbell 2012). While there is no single definition of luxury, Kapferer (2012) links it to the Latin term *luxatio*, meaning distance, highlighting its deviation from standard forms of need satisfaction. In this sense, luxury transcends basic utility, and it is commonly associated with goods of high symbolic value, leading consumers to pay premium prices (Cabigiosu 2020). However, this model of symbolic consumption is now being challenged by evolving generational values, reflecting a broader shift from traditional purchasing habits toward a new approach that prioritizes meaningful and immersive experiences (de la Ballina and de la Ballina 2019). As a result, rather than simply buy a product, consumers seek to be part of a narrative, positioning events as key moments where brand values are brought to life and remembered.

2.3 Project Management in Event Planning

Events are typically defined as organized gatherings intended to bring people together and deliver memorable experiences (Dawson, Albert, and Lomax 2023). Every event has a distinct objective and is designed to produce quantifiable results, such as increasing profits, or supporting different types of activities (Dounavi et al. 2022). Given their temporary and purpose-driven nature, events can be classified as projects and their successful execution is strengthened by the implementation of Project Management principles (Dounavi et al. 2022). Project Management equips organizations with the right tools to structure and monitor operations effectively. While a well-developed project plan does not guarantee success, inadequate planning is widely recognized as a leading factor in project failure (Sutawidjaya and Nawangsari 2020). Ensuring coherence across all the different phases enhances control, minimizes risks, and improves the overall effectiveness of project management (Irfan et al. 2021).

3. Research Methodology

This section presents the methodology adopted. A mixed-method approach was employed, consisting of a Systematic Literature Review (SLR) and qualitative interviews with industry experts.

3.1. Research Questions

This study is guided by four defined research questions (RQs).

- **RQ1**: To what extent is Project Management implemented in the Fashion Industry?
- **RQ2**: What are the main barriers to implementing Project Management in Fashion event planning?

- **RQ3**: What are the key benefits of Project Management in Fashion event planning, particularly in handling unexpected events?
- **RQ4**: How have Project Management methodologies been adapted to Fashion event planning, and to what extent could a hybrid model offer a better fit for the industry's needs?

3.2. Triangulation

A triangulation methodology is employed, combining two distinct research methods to enhance the overall robustness of the findings (Bekhet and Zauszniewski 2012). Specifically, methodological and data triangulation is adopted. Methodological triangulation relates to the use of more than one data collection method within the same study (Morse 2003). In this case, a Systematic Literature Review (SLR) is integrated with semi-structured qualitative interviews, merging academic viewpoints with practical insights from industry professionals. In parallel, data triangulation is executed by incorporating several data sources. This convergence facilitates a deeper comprehension of complex phenomena (Vivek, Nanthagopan, and Piriyatharshan 2023).

3.3. Systematic Literature Review (SLR)

An SLR is a structured research method used to collect, evaluate, and synthesize existing academic articles, providing a comprehensive overview of the available literature on a specific topic (Carrera-Rivera, Larrinaga, and Lasa 2022). The methodology is based on the general guidelines suggested by Carrera-Rivera, Larrinaga, and Lasa (2022) and, more specifically, on the adaptive model introduced by Tranfield et al. (2003), which provides the right flexibility in order to address complex and evolving research areas. The Tranfield et al. (2003) model has been applied in various domains of Management and organizational research, including Risk Management (Ghadge, Dani and Kalawsky 2012; Falkner and Hiebl 2015) and value chain

activities (Schmeisser 2013). This framework has also been used as a reference in contexts closely aligned with the present study. For example, Bilancia, Costa, and Staudacher (2025) adopted it to examine the implementation of lean practices within the luxury clothing sector. Similarly, Calderon-Tellez et al. (2023) utilized the same approach to examine the integration of system dynamics modelling with Project Management.

The SLR process is structured into three main phases: *planning the review*, *conducting the review,* and *reporting the findings*.

3.3.1. Planning the Review

According to Tranfield et al. (2003), the planning section consists of three sub-phases: *Identification of the need for a review*, *Preparation of a proposal for a review,* and the *Development of a review protocol.* In the present study, the *need for a review* arises from the increasing complexity of event planning in the fashion sector and the apparent lack of comprehensive literature addressing the integration of Project Management practices in this context, which justifies the necessity of a systematic review. As outlined by Tranfield et al. (2003), preparing *a review proposal* involves clearly defining the study's objective, formulating research questions, and justifying the chosen methodology. The *review protocol*, including the keyword definitions, selected databases, inclusion and exclusion criteria, quality assessment checklist, and data extraction form, was structured and organized within Parsif.al, a web-based platform specifically designed to support systematic literature reviews (Carrera-Rivera, Larrinaga, and Las 2022). Based on the research questions and the theoretical background of Project Management, the Fashion Industry, and Event Planning, this study focused on the following key terms: "Project Management", "Project Management Methodologies", "Event Planning", "Event Management", "Event Lifecycle", "Fashion Industry", "Fashion Sector", "Fashion Events", "Fashion Shows", "Brand Activations", "Fashion Campaign Events", "Contingency Planning", "Risk Management", "Crisis Management". These keywords were

actively used in the following databases: Science Direct, Scopus, EBSCO, and Emerald. The research was conducted across the title, abstract, and keyword fields. The search strings were constructed using Boolean operators (OR, AND) to combine relevant terms at different levels of detail. A specific overview of the keyword combinations is provided in Figure A1 in the Appendix. In line with the guidelines of Meline (2003), the inclusion criteria for this review were as follows: (i) peer-reviewed journal and conference papers, (ii) articles published from 2009 onwards, (iii) studies written in English, (iv) studies addressing Project Management in the Fashion Industry or Event Planning, (v) studies addressing unexpected events and their management within the contexts of Fashion or Event Planning. Exclusion criteria were applied to filter out the following: (i) non-peer-reviewed sources, such as blogs, editorials, or opinion pieces; (ii) articles not available in full text; (iii) studies focused on Project Management in industrial, engineering, or unrelated sectors. A quality assessment checklist was developed within Parsif.al in order to evaluate the methodological rigor and relevance of each article included in the review. It was designed to assess two essential dimensions: the study's research objectives' clarity and thematic relevance to Project Management within the context of fashion event planning. Specifically, it included two key questions: (1) Are the research objectives clearly stated? (2) Is the study relevant to the research questions of this review? Each item was scored using a three-point scale: Yes = 1, Partially = 0.5, and No = 0. A cut-off score of 1.5 was applied, meaning only studies scoring at least 1.5 out of 2.0 were included in the review. In Parsif.al a custom data extraction form was created to guide the collection of relevant information from each selected article. The form aligned with the research questions and included fields such as author, year of publication, and key thematic areas. These areas covered Project Management methodologies, key fashion challenges, PM adoption barriers and benefits, types of unexpected events, Risk Management methodologies, and hybrid approaches. The methodological planning outlined in this section sets the foundation for the review process. In

the following chapter, the conducting phase will focus on how the systematic review was executed.

3.3.2. Conducting the Review

The systematic literature review was conducted through a structured multi-phase process that combined both broad and refined search strategies, ensuring transparency and methodological consistency. In the first phase, a general exploratory search at a broad level was carried out across selected academic databases using predefined search terms. These search queries were applied to the Title, Abstract, and Keywords (TITLE-ABS-KEY) fields without using advanced filters in order to retrieve a wide range of potentially relevant publications. In the second phase, a more targeted search strategy, at a detailed level, was adopted using Boolean operators, mainly AND, to combine keywords and narrow the results to those more closely aligned with the research focus. Figure A2 provides a summary of the number of articles retrieved from each database for both the broad-level and detailed-level strategies. The bibliographic information of the articles resulting from the detailed search was imported into Mendeley, a widely adopted reference management tool that facilitates the organization of academic sources (Zaugg et al. 2011). This tool has also been adopted in previous systematic literature reviews, such as the one conducted by Adriana et al. (2024), who used it to manage and structure the references included in their study. Within Mendeley, a separate collection was created for each database, allowing the results to be grouped by source. A first duplicate removal was performed to eliminate redundancies. Subsequently, the bibliometric data of each collection was exported from Mendeley into Parsif.al. Inside Parsif.al, further duplicates were detected through automated processes and were removed accordingly. A first-level screening was then conducted by reviewing the titles and abstracts of the articles and applying the predefined inclusion and exclusion criteria. Only the studies considered relevant and that respected these criteria were retained for further analysis. The review then proceeded with the Quality Assessment, through

which each article was evaluated to assess its potential contribution to the research questions. To ensure transparency and quality throughout the review process, this study followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, which provides established guidelines for conducting and reporting systematic reviews (Liberati et al. 2009). The PRISMA diagram, shown in detail in Figure 1 within the SLR results section, provides a visual summary of the selection process, from the number of articles retrieved from each database using the detailed-level keyword combinations to the final set of studies that were considered relevant for the subsequent analysis. Full-text analysis of the final retrieved articles was then conducted, and relevant information was extracted according to a structured data grid. Finally, the extracted data were exported into Microsoft Excel. During the synthesis phase, the selected studies were analyzed in relation to the predefined research questions.

3.4. Qualitative Research

While the systematic literature review provides a structured perspective of the existing academic knowledge on Project Management within the Fashion context, the qualitative interviews aim to explore whether and how these practices are implemented in a real-world context. Considering the industry's dynamic nature, qualitative methods are especially well-suited in capturing professional practices, organizational challenges, and decision-making processes (Creswell 2014). The study employed semi-structured interviews to gather in-depth insights from experts in fashion event planning. According to Megaldi and Berler (2020), while guided by pre-defined topics, semi-structured interviews allow researchers to delve deeper into specific issues and uncover unexpected insights (Ruslin et al. 2022). This study adopted a mostly inductive approach, using Thematic Analysis based on the framework developed by Braun and Clarke (2006), a widely used method for identifying, analyzing, and interpreting patterns in qualitative data. Its adaptability made it particularly well-suited for exploring the

varied perspectives of different professionals. However, while the overall process was guided by an inductive method, the interview guide was based on the research questions and supported by the theoretical background, incorporating a complementary deductive element to the analysis. This mixed approach allowed for deeper data exploration and flexibility in interpretation while maintaining coherence with the study's theoretical framework.

3.4.1. Sample Selection

A total of 18 professionals were interviewed, which aligns with Kuzel's (1992) recommendation that heterogeneous samples typically require 12 to 20 participants to ensure sufficient variation in perspectives and experiences. (Saunders and Townsend 2016). Participants were chosen using purposive sampling based on their direct involvement in the planning and execution of fashion events, in line with the principle that individuals should be chosen for their potential to provide meaningful and insightful contributions to the research topic (Kelly 2010). The sample included a diverse mix of professional roles, such as Project Managers, Merchandising Managers, Store Managers, Visual Merchandisers, Marketing Managers, and Event Specialists (Refer to Figure A3 for detailed statistics). This variety was intentional, as the aim was to explore how Project Management principles are applied across different functions within the Fashion Industry, including experts who do not formally hold the title of project manager but are still actively part of the event-related processes, such as product launches, runway shows or brand activations. While the majority were affiliated with globally renowned luxury fashion houses, others worked in smaller fashion brands, ensuring a well-rounded and diverse representation of the fashion landscape. Interviewees were contacted primarily via email, with additional outreach through LinkedIn.

3.4.2. Data Collection

The data collection process was carried out through individual interviews, each lasting between 30 and 40 minutes, aligning with the standard duration recommended by Jamshed (2014). They were conducted remotely through a video conferencing platform and were audio-recorded following participants' consent. Before each interview, the purpose of the study was outlined, and professionals were assured that their input would remain anonymous and be used only for academic purposes. The recordings were transcribed verbatim to guarantee a reliable analysis of the participants' responses. Particular attention was given to selecting individuals in senior-level roles, as their extensive experience in the industry was considered crucial for obtaining well-informed insights. This is reflected in the sample's average professional experience of 16.3 years. Including more junior or mid-level professionals might have resulted in limited responses, given their shorter exposure to this sector. Figure A4 illustrates the distribution of interviewees by hierarchical level, highlighting the predominance of senior professionals. The interview guide was carefully constructed to reflect the research questions and remain consistent with the broader aims of the study, as emphasized by Brinkmann and Kvale (2015), who highlight the importance of formulating questions closely aligned with the study's overall purpose (Roberts 2020).

3.4.3. Data Analysis

In the present study, the interview data were analyzed using thematic analysis, following the approach of Braun and Clarke (2006). After the transcription phase, all the respondent's statements were imported into MAXQDA, a software tool built to support in-depth exploration of textual content. This platform facilitated the coding and organization of responses, identifying the main key themes for each research question (see Figures A5–A9 for coding maps). Metasebia et al. (2023) adopted a similar approach, employing MAXQDA to investigate

the relationship between HRM practices and organizational performance. This demonstrated its usefulness in managing complex qualitative datasets and generating valuable insights.

4. Analysis and Findings

This chapter presents the key findings from the Systematic Literature Review (SLR) and the qualitative interviews. Through triangulation, the results of both methods are examined in relation to each another.

4.1. SLR Results

The literature analysis was conducted in accordance with the research methodology delineated by Tranfield et al. (2003) and Rivera, Larrinaga, and Lasa (2022). Figure 1 presents the overall selection process of the articles, from the initial search results to the final number of studies retained after removing duplicates, both in Mendeley and in Parsif.al, applying the inclusion/exclusion criteria and quality assessment.

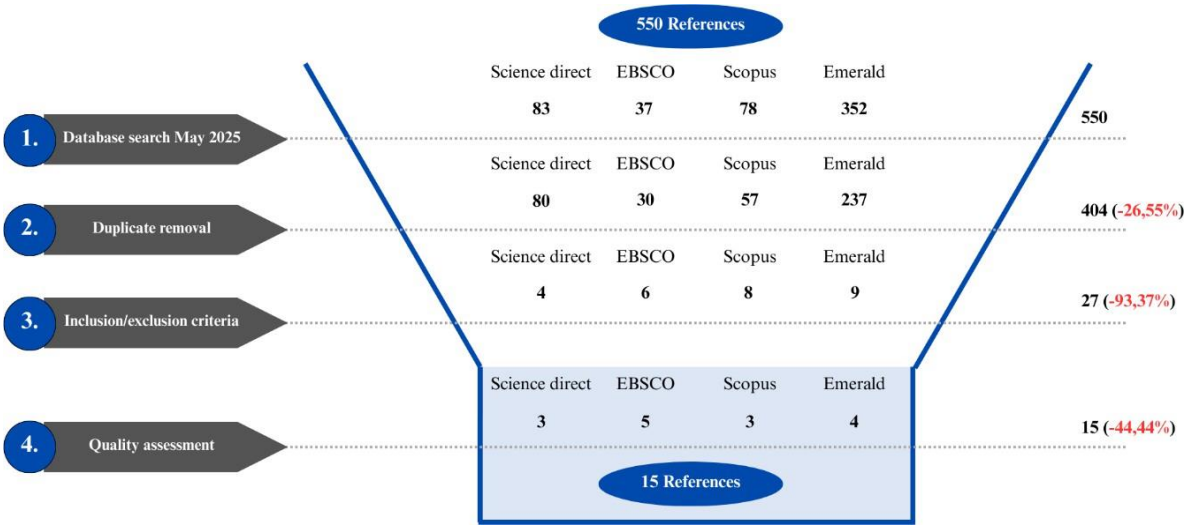


Figure 1: Number of papers in each phase of the selection process

The gathered findings have been systematically examined in relation to each research question. (see Figure A10 for a summary of the number of studies addressing each RQ). Before delving into the literature findings, it is important to point out some patterns observed in the selection

process. It is evident that a significant reduction in volumes occurred; from the initial 550 records, only 15 were retained in the final stage. The most significant drop took place after applying inclusion and exclusion criteria, particularly due to the high number of publications focusing on unrelated sectors such as Construction Management. While the PRISMA diagram above summarizes the overall process, Figure A11 provides an additional visual representation in the form of a bar chart. Interestingly, although Emerald initially yielded the greatest number of publications (352), most of the final ones came from EBSCO (5 out of 15). This suggests that a higher initial volume does not necessarily equate to greater relevance or quality. Instead, EBSCO offered a more targeted and thematically relevant set of articles aligned with the research objectives. This shift is also illustrated in Figures A12 and A13, which show the distribution of articles per database at the beginning and the end of the selection process.

4.1.1. RQ1 – Project Management Adoption

Academic interest in Project Management methodologies is well established, as demonstrated by the substantial number of 161,779 publications retrieved during the systematic search. Although the Fashion Industry and Event Planning domains are represented by fewer studies, 11,067 and 10,473 respectively, they have still received significant scholarly attention (refer to Figure A14 for the total article counts and Figure A15 for detailed statistics). However, when these domains were analyzed in combination, a clear gap emerged due to the limited academic coverage. Specifically, only 40 publications were found to address Project Management or event planning within the context of fashion (Figures A16 and A17). This is further demonstrated by the fact that merely 5 out of the 15 final articles selected for review (33.3%) explicitly examined the application of Project Management within the fashion industry, while the remaining studies focused more broadly on PM in event planning. In addition to being limited, the selected papers are spread out over time, with no clear publication trend (Figure A18). The lack of academic engagement is also reflected in the way Project Management

methodologies are approached in the literature, where references exist but are often disconnected from practical implementation. For instance, both Haaskjold et al. (2024) and Wallace and Michopoulou (2022) cite the Event Management Body of Knowledge (EMBOK) as a comprehensive tool to guide event execution, while Hällgren and Olsson (2009) refer to the PMBOK Guide, along with methods used to support project delivery. In the Fashion Industry, Silvia, Tereso, and Amaral (2020) mention various PM approaches, like Gantt charts, PLM, and Work Breakdown Structures. However, while almost 70% of the reviewed studies (10 out of 15) cite formal methodologies, their actual implementation remains inconsistent and largely informal. Progress reports, kick-off meetings, and follow-up sessions are mentioned as the most used informal procedures (Silva, Tereso, and Amaral 2020). Moreover, even when PM logic is referenced, evidence shows limited adoption (Els et al., 2016). For instance, Emery (2010) found that only 5% of 178 major sports events had clearly defined goals aligned with PM frameworks (Haaskjold et al. 2024). Similarly, in fashion-related projects, Marcella-Hood and Rowley (2014) observed that scheduling, budgeting, and quality control are often used without pointing to any formal methodology. The adoption of Project Management tools also varies according to the event type. Large-scale events tend to employ more structured approaches, while smaller, volunteer-driven events typically show minimal use (Haaskjold et al. 2024).

4.1.2. RQ2 – Main Barriers of PM

To better understand the reasons behind the limited adoption of PM methodologies, this section investigates key barriers and industry-specific challenges. A first recurring issue is the perception of rigidity and inflexibility associated with traditional PM approaches, such as the Iron Triangle and formal planning tools, which are often seen as a one-size-fits-all logic. This structural rigor has been increasingly questioned in contexts that require high flexibility, adaptability, and creativity (Wallace and Michopoulou 2022). As Atanacković (2019) notes,

these methods are often seen as incompatible with the fashion industry's dynamic, uncertain, and highly creative nature. In this sector, the rapid turnover of trends, short product life cycles, and volatility of consumer demand require constant responsiveness and adaptability, making it difficult to rely on static planning structures (Dewi, Syairudin, and Nikmah 2015). Another major pattern concerns the lack of formal training**.** Marcella-Hood and Rowley (2014) report that many fashion professionals lack managerial backgrounds and tend to rely on intuition and reactive decisions rather than structured methods. Resistance to change and organizational inertia further hinder the implementation of rigid approaches, particularly in resource-constrained settings (Fani et al. 2021; Harris and Schlenker 2018). Silva, Tereso, and Amaral (2020) also identify limited budgets and tight timelines as recurring barriers to the adoption of comprehensive PM frameworks in the fashion sector.

4.1.3. RQ3 – Benefits of Project Management and Its Response to Unexpected Events

The literature examines the added value of Project Management (PM) and points to several key benefits. Silva, Tereso, and Amaral (2020) highlight how PLM systems enhance team coordination. Project Management further helps define measurable objectives and track performance (Haaskjold et al. 2024). In addition, tools such as Gantt charts and KPIs allow effective monitoring of resources (Georgescu and Avasilcai 2020). Nevertheless, these advantages are often perceived as insufficient when sudden disruptions arise. Unexpected events are a common feature of fashion event planning. These include external emergencies such as bad weather conditions, market fluctuations, and supplier-related issues (Dounavi et al. 2022), as well as internal risks like operational failures and technological breakdowns (Dewi et al. 2015). However, such crises are rarely handled with Risk Management methodologies, as these structured approaches lack the flexibility required for timely and effective responses. Instead, as Tukiainen et al. (2010) and Hällgren and Olsson (2009) observe, project teams mostly rely on real-time adaptation and trial-and-error strategies. This is particularly evident in

high-uncertainty settings, where risk management tends to be highly intuitive, especially among SMEs, Small and Medium-sized Enterprises (Marcella-Hood and Rowley 2014). While frameworks like Work Breakdown Structures (WBS) or Risk Breakdown Structures (RBS) have been proposed, their actual uptake remains largely theoretical (Dounavi et al. 2022).

4.1.4. RQ4 - Hybrid Project Management in Fashion Events

As highlighted in the previous sections, various factors contribute to the informal adoption of structured Project Management (PM) methodologies in the fashion industry. Despite their recognized advantages, traditional frameworks' rigidity limits their application, particularly in contexts requiring fast responsiveness to unforeseen events. This tension between structure and adaptability has led scholars to highlight the need for hybrid approaches that combine the structure of traditional PM with the adaptability of Agile systems (Hällgren and Olsson 2009; Jackson, Morgan, and Laws 2018; Marcella-Hood and Rowley 2014). Agile methodologies, particularly Scrum, are cited as well-suited to managing uncertainty (Besenyői, Krämer, and Husain 2018). Although in the literature, the move toward flexibility is widely acknowledged as necessary, references to hybrid approaches remain conceptual, highlighting a significant gap in the existing body of knowledge.

4.2. Qualitative Research Results

The results of the qualitative analysis are presented according to the four research questions. The detailed responses provided by the interviewees can be found in Figure A19, which includes the complete set of questions and corresponding answers.

4.2.1. RQ1 – Project Management Adoption

The analysis of the interviews indicates that the use of structured Project Management Methodologies in the fashion industry is highly inconsistent and varies according to company size and event complexity. Although the majority of professionals have heard about PM tools,

only a small fraction actively employs them, and even then, tools like Gantt charts, Trello, and Notion, which are the most cited ones, are often adopted in a simplified way, just as general guidelines. Professionals rely more on informal approaches like Excel sheets, internal checklists, calendar-based planning, and retro-planning, which are perceived as more flexible and adaptable. A clear pattern becomes evident when examining professional roles. Those who don't hold positions linked to project management tend to show less familiarity with its tools. Furthermore, the interviewees' statements highlighted a connection between the adoption of PM practices and the type of event organized. Such rigid practices are more commonly implemented in large-scale events, like fashion shows, where structured management is essential due to the involvement of multiple stakeholders and the need for precise coordination. However, contrary to common assumptions, years of experience do not seem directly correlated to PM adoption, suggesting that the role is a more significant factor than seniority in determining exposure to these methods. As a result, the general perception among respondents was that structured Project Management is not a widely adopted standard across the sector. Looking ahead, some interviewees suggested that its adoption may grow over time as younger professionals tend to be more open to digital tools and new planning approaches.

4.2.2. RQ2 – Main Barriers of PM

The most significant challenge identified by industry experts regarded tight deadlines, typical of such a fast-paced and unpredictable environment. Professionals described last-minute changes as the norm, especially in the final phases of an event. The constant need for creativity and the cultural resistance from creative teams have been pointed out as key reasons why rigid structures are not always suitable for this context. One respondent noted that "many designers love chaos" (Interviewee 1), and another described how past attempts to introduce PM tools encountered opposition: "It's cultural. When we explored tools like Trello or Slack years ago, there was resistance from the team. Without full team adoption, it's harder to stick to those

rather than familiar methods" (Interviewee 9). Moreover, budget and time constraints were cited as significant barriers to PM implementation. Indeed, many professionals have noted that they constantly work under intense pressure, and as a result, project management is perceived as an extra step rather than a support tool. Gantt charts and similar methods are often seen as too time-consuming to implement. Finally, almost all respondents highlighted a lack of training and expertise. Most stated that they had never received official PM training, and those who had were exposed to it through prior academic experiences, such as master's programs.

4.2.3. RQ3 – Benefits of Project Management and its Response to Unexpected Events

Respondents were largely aligned in their answers when asked about the main benefits of Project Management in the context of event planning. Clarity and structure were cited as the main advantages, along with responsibilities and roles definition. Additionally, many pointed out PM tools as effective not only to track progress and resources but also to improve communication and coordination among departments, particularly when managing multiple stakeholders. Respondents consistently acknowledge the highly unpredictable nature of creative sectors, where unexpected events are viewed as routine. The most cited issues included supplier delays, late or damaged deliveries, and last-minute changes. Among external factors, weather conditions emerged as a recurring concern, particularly for outdoor events where sudden storms may require rapid adjustments. Real-life examples were shared during the interviews, such as the necessity to rebuild an entire outdoor setup due to an unexpected tornado. While a few professionals mentioned adopting contingency plans, there was a shared recognition that formal risk management tools are not used when unexpected events occur. Instead, improvisation, quick thinking, and experience are adopted to resolve last-minute issues. As noted by an industry expert: "Risk management is informal and reactive; it's more like "who do we call" than "what does the risk register say." (Interviewee 10). However, many answered

that anticipating possible disruptions in the planning phase could help manage them in a less chaotic and stressful manner.

4.2.4. RQ4 - Hybrid Project Management in Fashion Events

Most professionals agreed that project management methodologies are adapted rather than applied as they are in fashion event planning. Many described combining rigid approaches with more flexible practices. As one respondent explained: “That’s actually how we work, we combine structured planning with flexibility, using tools like Trello, Airtable and Excel. It’s not about following one rigid method but about adapting the system to the needs of each project.” (Interviewee 11).

This suggests that hybrid approaches are already being used but in an informal way. Respondents emphasized that structured project management is difficult to apply during the early creative phases, such as brainstorming and concept development, due to the need for spontaneity and flexibility. Similar challenges arise during the execution or live event phase, where last-minute changes are common and rapid adaptation is essential. In contrast, the pre-production phase, especially task assignment, deadline definition, logistics, and budgeting, was consistently identified as highly compatible with systematic planning. All respondents agreed that in the fashion industry, a formalized hybrid model is needed, reflecting a collective recognition of the need to move from intuitive, improvised methods toward a more coherent framework, one capable of improving consistency, scalability, and collaboration while still accommodating the fast-paced and creative nature of fashion events.

4.3. Triangulation Results

The triangulation of results from the Systematic Literature Review (SLR) and qualitative interviews provides a comprehensive perspective that considers findings from existing literature and direct industry insights. Both sources confirm that although there is a general

awareness of Project Management tools, their practical use is predominantly informal, often combined with ad hoc methods such as checklists and retro planning tools. Additionally, both identify similar key barriers to PM adoption. The SLR outlines rigidity and lack of formal training as the main ones. At the same time, the interviews reinforce these findings by adding other factors such as time pressure, budget limitations, and cultural resistance. Regarding benefits, both the literature and the experts recognize that while structured PM can enhance coordination, clarity, time, and resource management, it often fails to address the high uncertainty of fashion events. Improvisation, rather than formal risk management, remains the primary response strategy. However, an insight that does not emerge from the literature but is highlighted by the interviews is that, although PM tools may not prevent crises, using them as complementary support can improve how such situations are handled and experienced. Finally, both sources align in recognizing formalized hybrid PM frameworks as a feasible solution for the fashion industry. While the SLR mainly frames this need theoretically, the interview data adds depth by showing how professionals are already informally combining structured and Agile methods to balance control with flexibility. This alignment between findings underscores a shared recognition of the limitations of rigid project management in fashion contexts, highlighting the increasing need for a flexible model adapted to the industry's unique demands.

5. Discussion

This section introduces the proposed hybrid model, followed by the study’s limitations, future research directions, managerial implications, and concluding remarks.

5.1. Proposal of a Hybrid Model

Based on the triangulated insights from the Systematic Literature Review and qualitative interviews, the present study proposes a Hybrid Project Management (PM) Model tailored explicitly to the fashion event planning context. The following framework arises from the clear

need, particularly evident across all interviews, for an approach that effectively combines structure with the flexibility required to operate within the fashion industry's rapidly evolving context. Structured around the sequential steps of a typical fashion event, the model is divided in 4 main phases. During the *initiation phase*, where creativity and ideation are central, professionals could rely on tools such as mood boards on Canva, stakeholder mapping through Miro, and informal visual boards. In the *pre-production (planning) phase*, since structure becomes essential, traditional PM tools become very useful for organizing logistics, coordinating suppliers, and defining responsibilities. Gantt charts, Work Breakdown Structures (WBS), and deadline trackers are just a few examples. This phase also incorporates early-stage risk management practices such as light contingency checklists, a SWOT Analysis, and a Risk Matrix to increase team preparedness for unexpected events. As the project transitions into the *execution phase*, typically the most volatile part, agile-inspired practices take over, with tools like Trello and Notion to facilitate real-time coordination, task tracking, and quick updates across teams. In parallel, SCRUM principles are applied to manage unexpected challenges, promote adaptability, and ensure continuous team alignment. Finally, a mixed approach would be adopted in the *closure phase*, combining structured post-event reports and KPI tracking with informal tools such as Excel and PowerPoint to capture lessons learned and improve future processes. The model allows for flexibility during ideation and execution, structure during planning, and a mixture of both during closure. Figure A20 illustrates the proposed structure, organized according to the distinct phases of the project.

5.2. Limitations and Considerations

Despite the value of this study's findings, acknowledging its limitations remains essential. Firstly, the Systematic Literature Review (SLR) was confined to four databases and a specific set of keywords. This may have left out pertinent contributions published on different platforms or by using other query combinations. Nevertheless, the selected databases are well-established

in academic research and guarantee a high-quality source base. From a methodological point of view, the qualitative component, based on 18 interviews, could be seen as limited in comparison to the complexity of the Fashion Industry. However, since the sample reached thematic saturation, it is considered sufficient for exploratory qualitative research (Saunders & Townsend, 2016). Moreover, all interviewees were based in Europe, primarily in Italy, potentially introducing a regional bias. Despite this, the results may apply to other markets since many participants worked in international fashion houses. Another consideration that can be made is that most participants came from the luxury fashion sector, potentially constraining the generalizability of findings to other segments like fast fashion. Nevertheless, this emphasis allowed the study to investigate high-complexity events, such as fashion shows, where PM approaches are more critically needed.

5.3. Directions for Future Research

Due to time and logistical constraints, the proposed Hybrid Project Management Model could not be empirically tested within the real-world fashion context. Therefore, future research should focus on its evaluation in real settings through pilot projects assessing its impact on coordination, adaptability, and crisis management. Additionally, future studies could compare PM adoption across fashion segments (e.g., luxury vs. fast fashion) and explore how cultural or geographic factors influence its implementation.

5.4. Managerial Implications

Managers should embrace the value of adopting a more structured yet flexible approach. The proposed model can serve as a practical guide to improve coordination while maintaining the right level of flexibility, allowing practitioners to choose and adapt the tools that best fit their specific event context and operational style. Additionally, investing in basic Project

Management training could encourage broader adoption of PM tools, as increased familiarity promotes confidence and willingness to implement them in practice.

5.5. Conclusions

This study examined the current role of Project Management within the Fashion Industry, with a particular focus on Event Planning. By employing a triangulation methodology that combined a Systematic Literature Review (SLR) with qualitative interviews, the research offered a dual perspective that effectively addressed the defined research questions. The findings from the interviews aligned with the limited academic literature, revealing that the application of Project Management in the Fashion Industry is highly fragmented and largely informal. In particular, its adoption is closely tied to the organization's complexity and the events' scale, with smaller or more creatively driven firms tending to perceive traditional PM frameworks as too rigid. The qualitative data further emphasized that professionals often rely on informal tools and experiential knowledge rather than standardized methodologies, especially when dealing with unexpected events. While hybrid practices, mixing structured and Agile elements, are already in use, they are applied inconsistently and without formalization, underscoring a growing need for a dedicated model that integrates planning rigor with creative flexibility. Although the academic literature acknowledges this need at a conceptual level, this study is among the first to contextualize and propose a practical framework specifically tailored to the unique demands of the Fashion Industry.

6. References

Aaltonen, Kirsi, Jaakko Kujala, Päivi Lehtonen, and Inkeri Ruuska. 2010. "A Stakeholder Network Perspective on Unexpected Events and Their Management in International Projects." International Journal of Managing Projects in Business, 3(4): 564–588. https://doi.org/10.1108/17538371011076055

Adriana, Dadi, Hartoyo Hartoyo, Rizal Syarief, and Elisa Anggraeni. 2024. "Revisiting Causes of Firm Exit for Divestiture Spin-Off in the Last Five Years: A Systematic Literature Review." APTISI Transactions on Technopreneurship (ATT), 6(3): 458–467.

Atanacković, Aleksandra. 2019. "The Implementation of Agile Project Management in the Fast Fashion Industry." European Project Management Journal, 9(1): 42–51. https://doi.org/10.18485/epmj.2019.9.1.6

De La Ballina, Isabel, and Javier F. De La Ballina. 2019. "Scarcity as a Desirable Attribute of Luxury Fashion Brands in Millennial Marketing." Market-Tržište, 31(2): 153–170.

Bekhet, Abir K, and Jaclene A Zauszniewski. 2012. "Methodological Triangulation: An Approach to Understanding Data." Nurse Researcher, 20(2): 40–43. https://doi.org/10.7748/nr2012.11.20.2.40.c9442

Besenyői, Zsuzsa, Markus Krämer, and Faraz Husain. 2018. "Building Information Modelling in Agile Environments: An Example of Event Management at the Airport of Tempelhof." MATEC Web of Conferences, 251. https://doi.org/10.1051/matecconf/201825103064

Bilancia, Alessia, Costa, Federica, and Staudacher, Portioli Alberto. 2025. "Lean Implementation Framework in Luxury-Fashion Industry: A Systematic Literature Review." Industrial Systems Engineering.

Braun, Virginia, and Victoria Clarke. 2006. "Using Thematic Analysis in Psychology." Qualitative Research in Psychology, 3(2): 77–101.

Cabigiosu, Anna. 2020. "An Overview of the Luxury Fashion Industry." In Digitalization in the Luxury Fashion Industry, 9–31. https://doi.org/10.1007/978-3-030-48810-9_2

Calderon-Tellez, Javier Andres, Gary Bell, Milton M. Herrera, and Carlos Sato. 2023. "Project Management and System Dynamics Modelling: Time to Connect with Innovation and Sustainability." Systems Research and Behavioral Science, 40(6): 1206–1220. https://doi.org/10.1002/sres.2926

Carrera-Rivera, Angela, William Ochoa, Felix Larrinaga, and Ganix Lasa. 2022. "How-to Conduct a Systematic Literature Review: A Quick Guide for Computer Science Research." MethodsX, 9: 101678. https://doi.org/10.1016/j.mex.2022.101895

Christopher, Martin, Bob Lowson, and Helen Peck. 2004. "Fashion Logistics and Quick Response." In J. Fernie and L. Sparks (4th ed.), Logistics and Retail Management, 165–184. Kogan Page.

Čiarnienė, Ramunė, and Milita Vienažindienė. 2014. “Management of Contemporary Fashion Industry: Characteristics and Challenges.” Procedia - Social and Behavioral Sciences, 156: 63–68.

Creswell, John W. 2014. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (4th ed.). Thousand Oaks, CA: SAGE.

Dawson, Ruth, Bernadette Albert, and Dan Lomax. 2023. Event Planning and Management. Principles, Planning and Practice (3th edition). Kogan Page.

Dewi, Dyah Santhi, Bambang Syairudin, and Eka Nahdliyatun Nikmah. 2015. “Risk Management in New Product Development Process for Fashion Industry: Case Study in Hijab Industry.” Procedia Manufacturing, 4: 383–391. https://doi.org/10.1016/j.promfg.2015.11.054

Dounavi, Louiza-Elpida, Emmanouil Dermitzakis, Georgios Chatzistelios, and Konstantinos Kirytopoulos. 2022. “Project Management for Corporate Events: A Set of Tools to Manage Risk and Increase Quality Outcomes.” Sustainability, 14(4): 2009. https://doi.org/10.3390/su14042009

Falkner, Eva Maria, and Martin R.W. Hiebl. 2015. “Risk Management in SMEs: A Systematic Review of Available Evidence.” Journal of Risk Finance, 16(2): 122–144. https://doi.org/10.1108/JRF-06-2014-0079

Fani, Virginia, Chiara Falchi, Bianca Bindi, and Romeo Bandinelli. 2021. “Implementation Framework for PLM: A Case Study in the Fashion Industry.” The International Journal of Advanced Manufacturing Technology, 113: 435–448. https://doi.org/10.1007/s00170-021-06623-4

Georgescu, Amalia, and Silvia Avasilcai.. 2020. “Event-Based Marketing: A Trendy and Emotional Way to Engage with the Public.” In Marketing and Smart Technologies, 156–165. Smart Innovation, Systems and Technologies, 167. Springer. https://doi.org/10.1007/978-981-15-1564-4_16

Ghadge, Abhijeet, Samir Dani, and Roy Kalawsky. 2012. “Supply Chain Risk Management: Present and Future Scope.” The International Journal of Logistics Management, 23(3): 313–339. https://doi.org/10.1108/09574091211289200

Haaskjold, Haavard, Wenche Aarseth, Hilde Brekmo, and Torill Dale. 2024. “Winning Gold for Stakeholders: Defining Goals in Sports Event Projects to Meet Stakeholder Expectations.” Project Leadership and Society, 5: 100129. https://doi.org/10.1016/j.plas.2024.100129

Hällgren, Markus, and Eva Maaninen-Olsson. 2009. “Deviations and the Breakdown of Project Management Principles.” International Journal of Managing Projects in Business, 2(1): 53–69. https://doi.org/10.1108/17538370910930518

Harris, Rob, and Katie Schlenker. 2018. “An Exploratory Study of ‘Best Practice’ in Environmentally Sustainable Event Management in Australian Public Events.” Event Management, 22(6): 1057–1071. https://doi.org/10.3727/152599518X15346132863175

International Organization for Standardization. 2021. ISO 21500:2021. Project, programme and portfolio management. Geneva, Switzerland. International Organization for Standardization.

Irfan, Muhammad, Sanam Zaib Khan, Nasruddin Hassan, Mazlan Hassan, Muhammad Habib, Salma Khan, and Hadi Hassan Khan. 2021. “Role of Project Planning and Project Manager Competencies on Public Sector Project Success.” Sustainability, 13(3): 1421. https://doi.org/10.3390/su13031421

Jackson, Caroline, James Morgan, and Chantal Laws. 2018. “Creativity in Events: The Untold Story.” International Journal of Event and Festival Management, 9(1): 2–19. https://doi.org/10.1108/IJEFM-10-2017-0062

Jamshed, Shazia. 2014. “Qualitative Research Method–Interviewing and Observation.” Journal of Basic and Clinical Pharmacy, 5(4): 87–88.

Kabeyi, Moses Jeremiah Barasa. 2019. “Evolution of Project Management, Monitoring and Evaluation with Historical Events and Projects that Have Shaped the Development of Project Management as a Profession.” International Journal of Science and Research, 8(12): 63–79. https://doi.org/10.21275/ART20202078

Kelly, Susan E. 2010. “Qualitative Interviewing Techniques and Styles.” In Bourgeault, I., Dingwall, R., and de Vries, R. (eds). The Sage Handbook of Qualitative Methods in Health Research. Thousand Oaks: Sage Publications.

Liberati, A., D. G Altman, J. Tetzlaff, C. Mulrow, P. C Gotzsche, J. P A Ioannidis, M. Clarke, P J Devereaux, J. Kleijnen, and D. Moher. 2009. “The PRISMA Statement for Reporting Systematic Reviews and Meta-Analyses of Studies That Evaluate Healthcare Interventions: Explanation and Elaboration.” BMJ, 339: b2700. https://doi.org/10.1136/bmj.b2700

Lin, Shuyu, Niall Piercy, and Colin Campbell. 2012. “Beyond the Make-or-Buy Dichotomy: Outsourcing Creativity in the Fashion Sector.” Journal of Fashion Marketing and Management, 24(4–5): 1–14. https://doi.org/10.1080/09537287.2011.648542

Marcella, Madeleine, and Sheonagh Rowley. 2014. “An Exploration of the Extent to Which Project Management Tools and Techniques Can Be Applied Across Creative Industries Through a Study of Their Application in the Fashion Industry in the North East of Scotland.” International Journal of Project Management, 33(4): 735–746. https://doi.org/10.1016/j.ijproman.2014.12.002

McKinsey & Company. 2025. What Is Fast Fashion? https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-fast-fashion

Meline, Timothy. 2003. “Selecting Studies for Systematic Review: Inclusion and Exclusion Criteria.” Contemporary Issues in Communication Science and Disorders, 33: 21–27. https://doi.org/10.1044/cicsd_33_S_21

Metasebia, Adula, Shashi Kant, and Zerihun Ayenew Birbirsa. 2023. “Qualitative Analysis with MAXQDA: Effect of HRM Practices on Organization Performance with Mediation of Employees' Work Attitude in Textile Industries of Ethiopia.” Advanced Qualitative Research, 1(1): 1–12. https://doi.org/10.31098/aqr.v1i1.1349

Morse, Janice M. 2003. “Principles of Mixed Methods and Multimethod Research Design.” Handbook of Mixed Methods in Social and Behavioral Research, Volume 1: 189–208.

Nenni, Maria Elena, Luca Giustiniano, and Luca Pirolo. 2013. “Demand Forecasting in the Fashion Industry: A Review.” International Journal of Engineering Business Management, 5: 1–6. https://doi.org/10.5772/56840

Prieto, Bob. 2015. “Project Management Theory and the Management of Large Complex Projects.” PM World Journal, 4(6).

Roberts, Rosanne E. 2020. “Qualitative Interview Questions: Guidance for Novice Researchers.” The Qualitative Report, 25(9): 3185–3203.

Ruslin, Ruslin, Saepudin Mashuri, Muhammad Sarib Abdul Rasak, Fidriansyah Alhabsyi, and Hijrah Syam. 2022. “Semi-Structured Interview: A Methodological Reflection on the Development of a Qualitative Research Instrument in Educational Studies.” International Journal of Social Science and Human Research.

Saunders, Mark N. K., and Keith Townsend. 2016. “Reporting and Justifying the Number of Interview Participants in Organization and Workplace Research.” British Journal of Management, 27(4): 836–852. https://doi.org/10.1111/1467-8551.12182

Schmeisser, Bjoern. 2013. “A Systematic Review of Literature on Offshoring of Value Chain Activities.” Journal of International Management, 19(4): 390–406. https://doi.org/10.1016/j.intman.2013.03.011

Schwalbe, Kathy. 2009. Introduction to Project Management. Boston: Course Technology Cengage Learning.

Seymour, Tom, and Sara Hussein. 2014. “The History of Project Management.” International Journal of Management & Information Systems, 18(4): 233–240.

Silva, Brenda, Anabela Tereso, and António Amaral. 2020. Analysis of Project Management Practices Within the Textile and Clothing Industry. Granada, Spain. IBIMA Publishing. https://core.ac.uk/download/pdf/225351393.pdf

Sutawidjaya, Achmad Hidayat, and Lenny C. Nawangsari. 2020. “Integrated Project Management Planning and Event Management in Service Industry.” Proceedings of the International Conference on Management, Economics and Business (ICMEB 2019), 120. Atlantis Press. https://doi.org/10.2991/aebmr.k.200205.012

Tranfield, David, David Denyer, and Palminder Smart. 2003. “Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review.” British Journal of Management, 14(3): 207–222.

Tukiainen, Sampo, Kirsi Aaltonen, and Mervi Murtonen. 2010. “Coping with an Unexpected Event: Project Managers’ Contrasting Sensemaking in a Stakeholder Conflict in China.” International Journal of Managing Projects in Business, 3(3): 526–543. https://doi.org/10.1108/17538371011056129

Vivek, Ramakrishnan, Yogarajah Nanthagopan, and Sarmatha Piriyatharshan. 2023. “Beyond Methods: Theoretical Underpinnings of Triangulation in Qualitative and Multi-Method Studies.” SEEU Review, 18(2). https://doi.org/10.2478/seeur-2023-0088

Wallace, Kevin, and Eleni Michopoulou. 2022. “Building Resilience and Understanding Complexities of Event Project Stakeholder Management.” Event Management, 27(4). https://doi.org/10.3727/152599522X16419948695143

Watt, Adrienne. 2014. Project Management (2th ed). BCcampus Open Education Pressbooks.

Zaugg, Holt, Richard E. West, Isaku Tateishi, and Daniel L. Randall. 2011. “Mendeley: Creating Communities of Scholarly Inquiry Through Research Collaboration.” TechTrends, 55(1): 32–36. https://doi.org/10.1007/s11528-011-0467-y.

7. Appendix

Detail level	Search word combination
Detailed	("Project Management" OR "Project Management Methodologies" OR "Event Planning" OR "Event Management" OR "Event Lifecycle") AND ("Fashion Industry" OR "Fashion Sector")
Detailed	("Project Management" OR "Project Management Methodologies") AND ("Event Planning" OR "Event Management" OR "Event Lifecycle")
Detailed	("Project Management" OR "Project Management Methodologies") AND ("Fashion Events" OR "Fashion Shows" OR "Brand Activations" OR "Fashion Campaign Events")
Detailed	("Contingency Planning" OR "Risk Management" OR "Crisis Management") AND ("Fashion Events" OR "Fashion Shows" OR "Brand Activations" OR "Fashion Campaign Events")
Broad	"Project Management" OR "Project Management Methodologies"
Broad	"Fashion Industry" OR "Fashion Sector"
Broad	"Event Planning" OR "Event Management" OR "Event Lifecycle"

***Figure A1**: Keyword Combinations Used for Broad and Detailed-Level Search*

		Database				
Detail level	Search query	Science direct	EBSCO	Scopus	Emerald	Average result
Detailed	("Project Management" OR "Project Management Methodologies" OR "Event Planning" OR "Event Management" OR "Event Lifecycle") AND ("Fashion Industry" OR "Fashion Sector")	1	6	14	19	10
Detailed	("Project Management" OR "Project Management Methodologies") AND ("Event Planning" OR "Event Management" OR "Event Lifecycle")	3	31	63	286	96
Detailed	("Project Management" OR "Project Management Methodologies") AND ("Fashion Events" OR "Fashion Shows" OR "Brand Activations" OR "Fashion Campaign Events")	24	0	0	5	7
Detailed	("Contingency Planning" OR "Risk Management" OR "Crisis Management") AND ("Fashion Events" OR "Fashion Shows" OR "Brand Activations" OR "Fashion Campaign Events")	55	0	1	42	25
Broad	"Project Management" OR "Project Management Methodologies"	5.742	5.000	126.037	25.000	40.445
Broad	"Fashion Industry" OR "Fashion Sector"	461	2.253	5.353	3.000	2.767
Broad	"Event Planning" OR "Event Management" OR "Event Lifecycle"	590	2.801	4.082	3.000	2.618

***Figure A2**: Search results by query in the title, abstract, or keyword field of scientific databases (Prior to duplicate removal)*

INTERVIEWEE	ROLE IN FASHION	EXPERIENCE	HIERARCHY
Person 1	Project Manager	12 years	Senior Level
Person 2	Atelier Owner	32 years	Senior Level
Person 3	Events Coordinator	4 years	Mid Level
Person 4	Visual Merchandiser	6 years	Upper-Mid Level
Person 5	Project Manager	15 years	Senior Level
Person 6	Collection Merchandiser	22 years	Senior Level
Person 7	Owner of Fashion brand	11 years	Senior Level
Person 8	Marketing Manager	30 years	Senior Level
Person 9	Project Manager	10 years	Senior Level
Person 10	Senior Project Manager	30 years	Senior Level
Person 11	Head of Production	18 years	Senior Level
Person 12	Senior Project Manager	6 years	Upper-Mid Level
Person 13	Fashion PR Coordinator	4 years	Mid Level
Person 14	Event Specialist	5 years	Mid Level
Person 15	Store Director	25 years	Senior Level
Person 16	Senior Project Manager	25 years	Senior Level
Person 17	Beauty Director	35 years	Senior Level
Person 18	Project Manager	3 years	Mid Level

***Figure A3**: Summary of respondent profiles*

***Figure A4**: Distribution of interviewees by hierarchical level in the fashion industry*

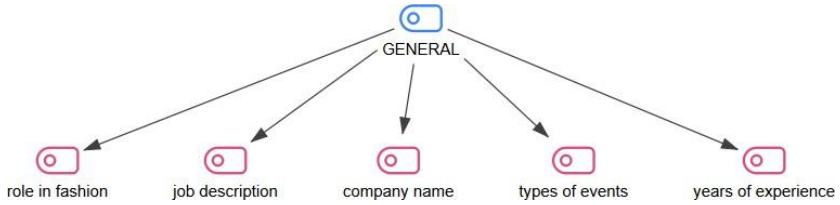


***Figure A5**: MAXQDA coding map – General interviewee information*

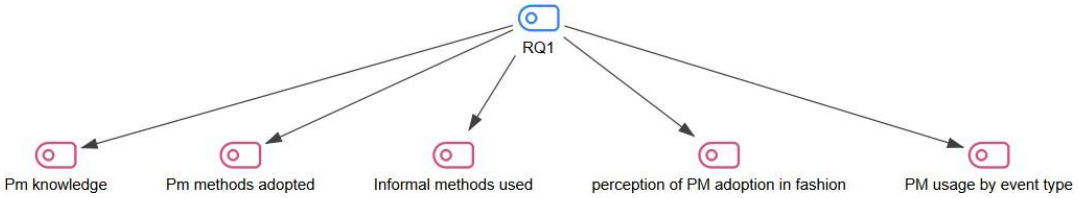


***Figure A6**: MAXQDA coding map – RQ1: Project Management adoption*

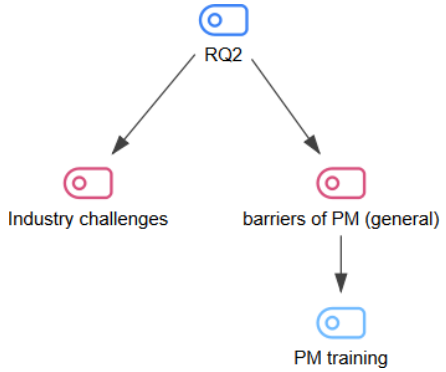


***Figure A7**: MAXQDA coding map – RQ2: Barriers to PM adoption*

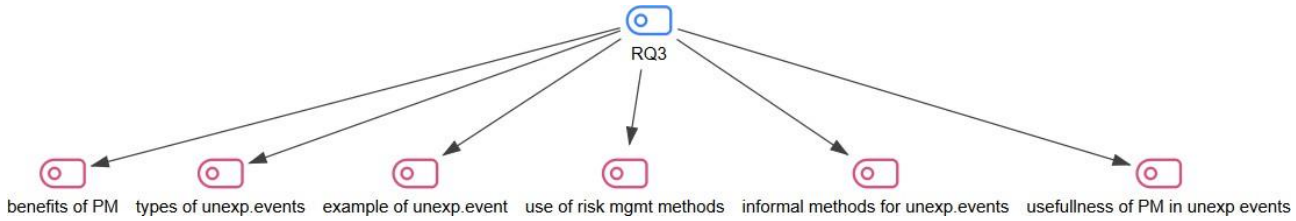


***Figure A8**: MAXQDA coding map – RQ3: Benefits and unexpected events*

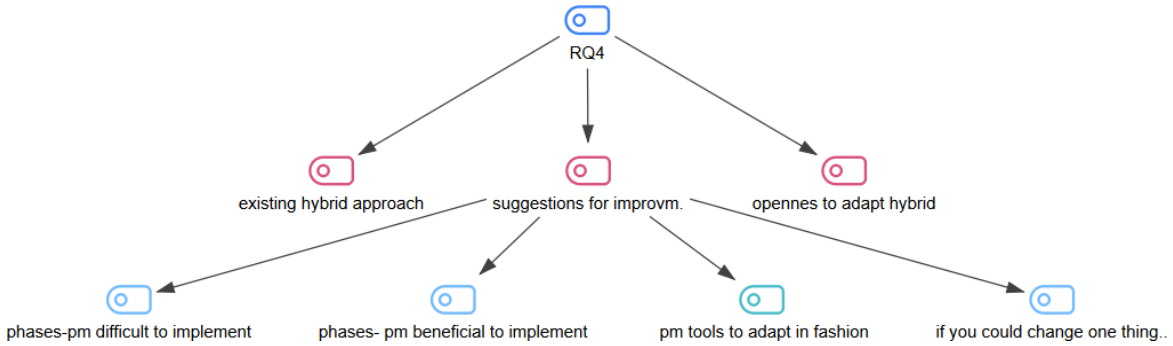


***Figure A9:** MAXQDA coding map – RQ4: Hybrid project management approach*

RESEARCH QUESTIONS	IDENTIFIED PAPERS
RQ1	10
RQ2	10
RQ3	7
RQ4	6

***Figure A10:** Number of documents per Research Question (Papers can answer multiple RQs)*

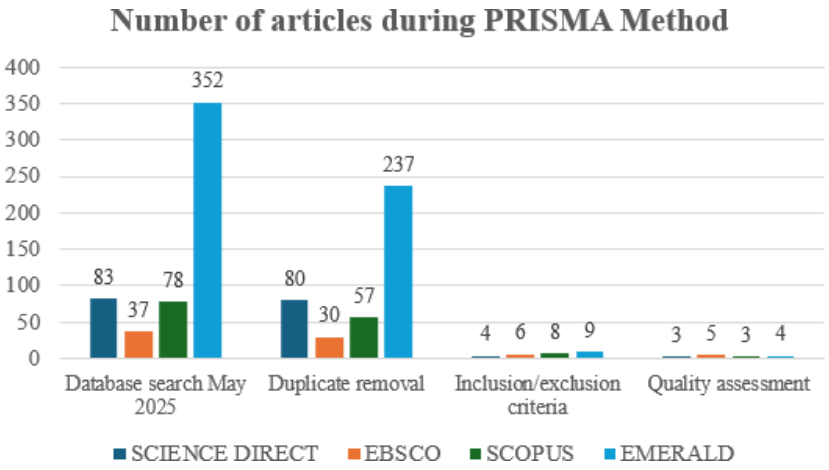


Figure A11: *Number of articles at each stage of the PRISMA method, by database*

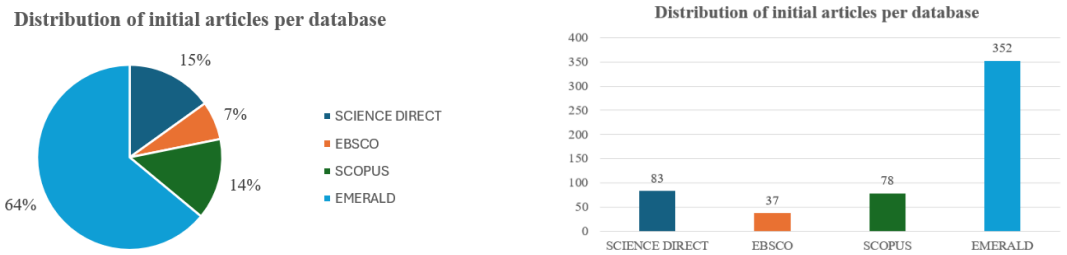


Figure A12*: Distribution of Initial Articles per Database (Detailed Queries Combination) Before Duplicates Removal (in Percentage and Absolute Values)*

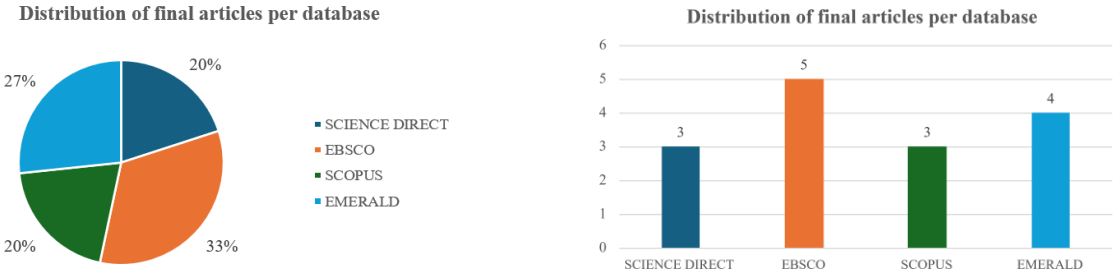
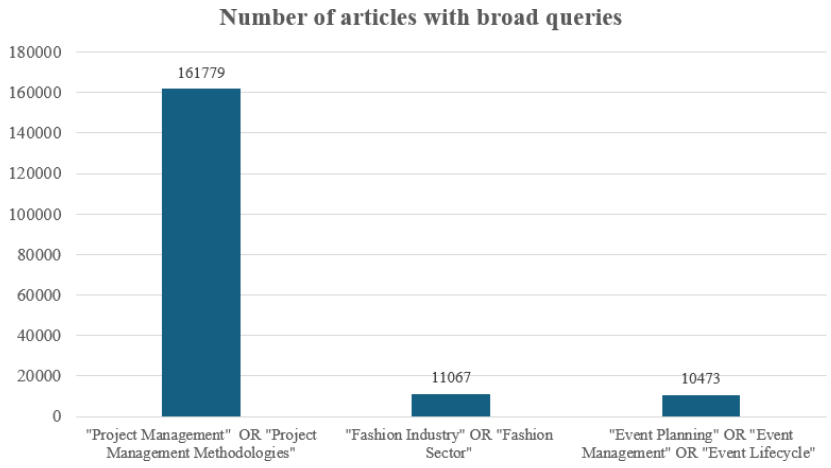


Figure A13*: Distribution of Final Articles per Database (Detailed Queries Combination) After Duplicates Removal, Inclusion & Exclusion Criteria and Quality assessment (in Percentage and Absolute Values)*



Fiure A14 *: Number of articles retrieved per broad keyword combination, across all databases*

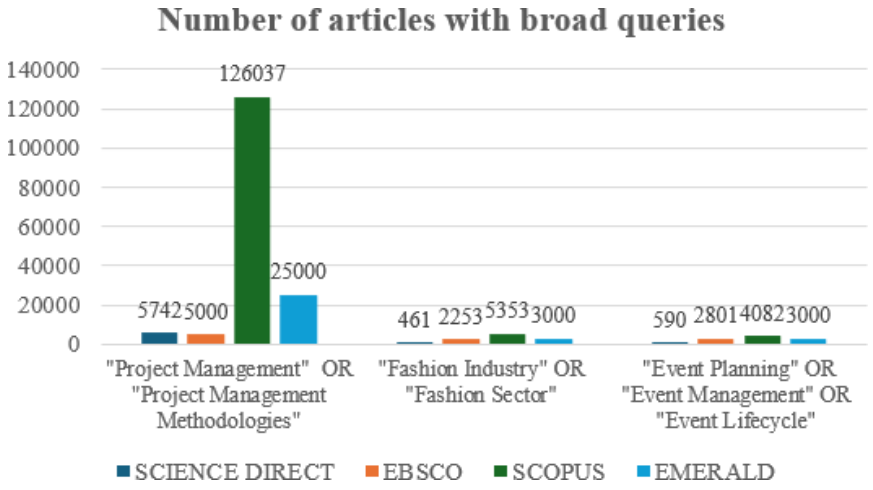


Figure A15*: Number of articles retrieved per broad keyword combination, broken down by database*

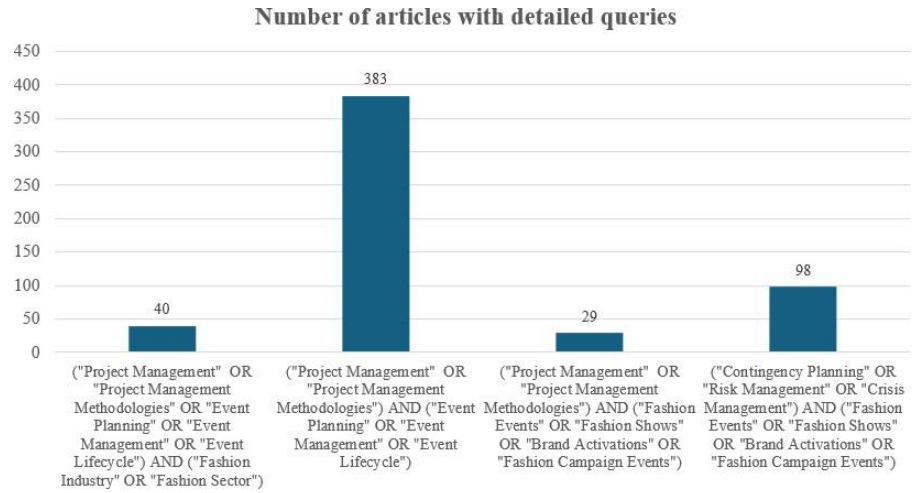


Figure A16 *: Number of articles retrieved per detailed keyword combination (before duplicates removal), across all databases*

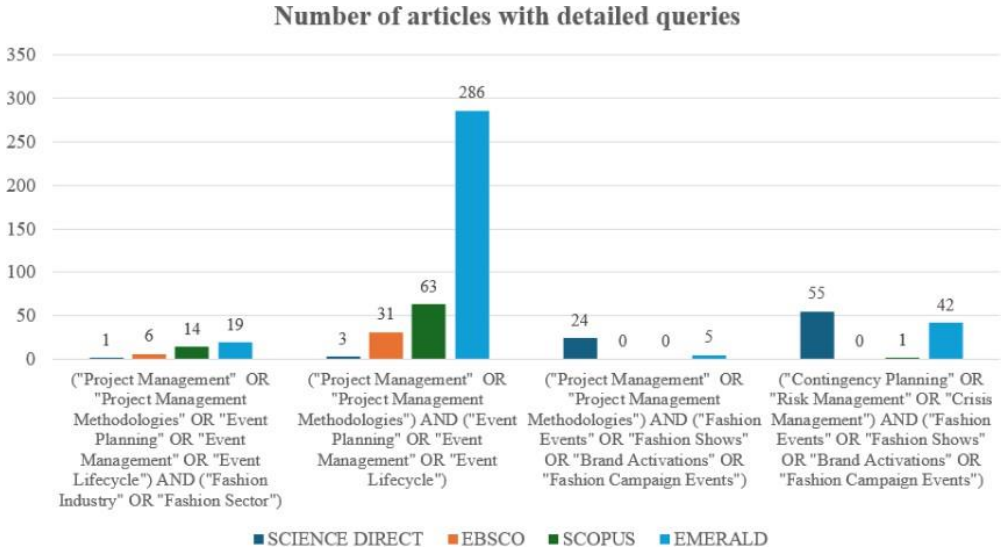


Figure A17*: Number of articles retrieved per detailed keyword combination (before duplicates removal), broken down by database*

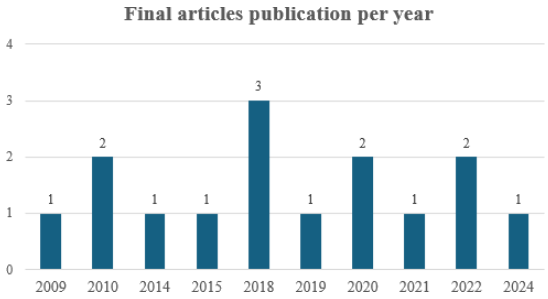


Figure A18: *distribution of final selected articles by year*

The following tables present the interview questions corresponding to each research question and the related statements provided by each interviewee.

AREA	QUESTIONS	PERSON 1 ANSWERS
Respondent Profile	**Role in Fashion**	Project Manager
	Company name	Random Production (Jacquemus, Max Mara, Dior)
	Professional Experience	12 years
	Job description	We produce some of the most important fashion shows of the Milan Fashion Week.
	Types of events	Fashion shows, after-parties and major brand activations.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	I've heard of Agile and Gantt charts, but I haven't actually used them yet.
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	Yes, although in a very basic way. I've mostly used Trello and Notion to organize some activities.
	Informal methods: Do you use alternative planning methods (more informal ones)?	I rely a lot on Excel and internal checklists.
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	I don't think formal project management methods are widely adopted yet in fashion. The fashion industry has a reputation for improvisation, so adoption is still slow.
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	In larger fashion shows it's used more. With smaller brands, less so. For international events, there's more need for structure because so many suppliers, creatives and guests are involved.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Tight deadlines and last-minute changes. There's coordination for security, hair, makeup, nails, dressers, catering, lighting, video, audio, photographers, PR—and then the client, who is constantly changing their mind.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	Budget is always a big problem but also time and resources. Creative teams resist structured methodologies (many designers love chaos).
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	Not really, never received. I think there's no formal or structured training provided in the fashion industry. You learn by doing.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	Managing tight deadlines, last-minute changes and the multiple number of actors involved require a structured approach. It reduces errors and keeps you from missing details
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Are very common. They can be late suppliers, last-minute requests or technical problems.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	Once, the catering cancelled the morning of the event. We solved it last-minute with food deliveries via Glovo. Fortunately, we had an old-school checklist to fall back on in emergencies.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	We have Plan Bs in our heads, nothing formalized.
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	No. I've noticed that people with purely academic training struggle more during real crises. They say, "let's follow the manual," but the manual doesn't always work in real time.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	I don't really know any flexible PM model applied in fashion.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	In the creative phases where you need more freedom and flexibility.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	Especially logistics, budgeting, and dealing with suppliers
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	I'd add tools to better track task deadlines, just to avoid small oversights. Even small things can make a big difference.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	More time to do everything we plan to do.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, a tailored hybrid approach could help. We already mix methods out of necessity but not in a systematic way

AREA	QUESTIONS	PERSON 2 ANSWERS
Respondent Profile	**Role in Fashion**	Owner of a company that operates in women's fashion clothing.
	Company name	Atelier Barbara Montagnoli
	Professional Experience	32 years
	Job description	I oversee the strategic direction and day-to-day management.
	Types of events	Capsule collection presentations, pop-up shop openings, trunk shows and collaborative events, such as fashion showcases combined with interior design contexts.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Yes
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	Yes. Gantt Chart, MS Project.
	Informal methods: Do you use alternative planning methods (more informal ones)?	Yes, Excel
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	In larger, more structured companies, they're considered necessary. In small businesses it's less common due to limited time and staff.
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Absolutely. Fashion shows, without a doubt. They require coordinated planning.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Budget constraints are a key challenge in fashion. These events are expensive and must deliver both impact and return on investment.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that?	As I said before, limited time and staff.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	Yes, I received formal training at SDA Bocconi. I studied project management academically, but in practice I'm still learning.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	I find project management methodologies highly effective, they provide structure, enhance attention to detail and make event execution more precise, increasing overall effectiveness.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Very frequently. Miscommunication, supplier delays, budget changes, and unpredictable external events like market shifts.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	At our last show in Rome, a miscommunication led to a dress being worn incorrectly. We responded by creating short video tutorials for each outfit to guide backstage staff,this highlights how better structure could prevent such issues.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No, we're a very small business and don't have formal tools. Larger companies do.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	We rely on multiple backup plans, sometimes up to Plan H, based on experience.
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	They can help reduce their impact but in fashion, not everything is predictable. Risk management needs to be flexible. Structure helps but it can't eliminate uncertainty.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	They're rarely applied as they are but I don't know any hybrid method.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	PM is hardest to apply during the execution phase, when everything must come together in real time.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	Yes, especially in the early planning stages for budgeting, timelines and logistics. Having structure there sets the foundation.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Yes, tools like timelines and task tracking need to be more visual and adaptable. In fashion, quick changes are constant, so PM tools should reflect that flexibility.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd make them more democratic, more participatory beyond the usual privileged few. I'd love to see events open to everyone.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, I believe a flexible model tailored to the fashion industry could improve efficiency. With a solid framework, approaches like Agile leave room for creativity—so I'd definitely be open to adopting it.

AREA	QUESTIONS	PERSON 3 ANSWERS
Respondent Profile	**Role in Fashion**	Internal Communication and Events Coordinator
	Company name	Richemont
	Professional Experience	4 years
	Job description	I manage corporate communications to support internal events.
	Types of events	Mainly internal events and pop-ups, product launches, in-store activations.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Yes, some. The most basic ones.
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	Not really, we use it as a general planning guide, not rigid. It's more hands-on learning and I've used tools like Gantt charts and Notion.
	Informal methods: Do you use alternative planning methods (more informal ones)?	We often rely on Outlook or PowerPoint or Excel. We usually create checklists with deadlines to track what needs to be completed and by when.
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Structured PM approaches are used, but mostly as general guidelines. Their use depends on the company, the role, and the scale of the event.
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Larger events require more structured PM. For smaller, local events, it's less formal, as fewer stakeholders are involved.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Fashion is full of deadlines, last-minute changes and unpredictable factors.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	The fast nature of fashion limits the use of rigid structures that can slow things down. Budget is also a barrier.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	I haven't had but I've done trainings on risk management and general organization. PM knowledge varies by role but there's a lack, yes.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	PM provides clarity, structure and help prevent miscommunication. It helps teams stay on track, avoid confusion making it easier to identify delays and stay aligned on goals
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Are very common in fashion planning, like weather issues, delivery delays, or last-minute cancellations happen all the time.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	At a Dior store event, we gave away flowers, but more customers showed up than expected. We had to quickly buy more on the spot. A more structured approach, in forecasting attendance, could have helped us prepare better.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	We don't use them as our security team handles those aspects. However, we still work within a structured management framework to stay prepared.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	We rely on experience and flexibility. We try to anticipate possible issues based on what has happened in the past and we always have a backup plan.
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	Yes, absolutely. PM methodologies help you stay on schedule and allow for quick replanning in case of a crisis.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	Yes, hybrid approaches exist, though they're often informal. Most brands adapt methods to fit their needs and sometimes build internal tools instead of using standard frameworks.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	PM is harder to implement in the early creative phase, where brainstorming and defining the concept come first.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	The parts that require a more structured approach are supplier coordination and budgeting. These need to be planned well in advance to avoid delays, while other aspects can be managed more spontaneously.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	I think tools like Gantt charts should be simplified to better fit fashion events, they're useful for visualizing timelines, but need to be more intuitive and flexible.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd improve internal communication by adding more accessible, real-time channels, like shared screens or mobile updates, to keep everyone informed and aligned on key event developments
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, it could improve efficiency. But it would likely be easier to adopt for newer brands, while established fashion houses may need more time and internal change to implement it effectively.

AREA	QUESTIONS	PERSON 4 ANSWERS
Respondent Profile	**Role in Fashion**	Visual Merchandiser
	Company name	Dolce & Gabbana
	Professional Experience	6 years
	Job description	I'm responsible for setting up product displays inside retail stores and monitor sales to adjust visual setups based on performance.
	Types of events	Mainly product launches
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Not really
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	No, it's mostly theoretical.
	Informal methods: Do you use alternative planning methods (more informal ones)?	We use Excel, checklists and floor plans based on launch dates.
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	They're not very common, especially in retail. Planning often relies more on experience and verbal coordination than on formal structures.
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Yes, especially for store openings and pop-ups. They require detailed planning to ensure everything is in place.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Time is the biggest challenge, tight deadlines and last-minute issues are common. Teamwork is crucial.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	Fashion events are unpredictable, schedules stay fixed, but everything else can change. That makes rigid planning hard, so teams often rely on informal, verbal coordination instead.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	No I have never and yes I think there's a lack.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	PM methodologies bring structure and help keep timelines and responsibilities clear. They're especially useful for coordinating across teams and preventing last-minute confusion during fast-paced events.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Yes, unexpected events are frequent. Common ones include last-minute client changes, bad weather, or strikes.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	For example, strong winds hit just before an outdoor dinner and we had to reset everything in 30 minutes. Foresight and quick teamwork are essential.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	I don't personally use formal risk management tools.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	Through flexibility and teamwork. We stay ahead of schedule to leave room for last-minute changes, without relying on formal tools.
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	Yes, project management methods can help with structure and anticipation, but in fast-paced retail environments, adaptability remains just as important.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	They're usually adapted. Fashion events often require quick adjustments.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	Yes, especially during the final setup phase. Things often change last minute, like layout adjustments or delayed deliveries, so it's hard to follow a fixed plan.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	The stage of a project that involves planning and organizing.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	I think tools should be more flexible and tailored to fast-paced environments. For example, integrating real-time updates and visual overviews would help, since priorities often change and teams need to adjust quickly.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd change delivery timelines. There's often too little margin between construction and setup, especially for store openings. More buffer time would help prevent delays and avoid overlapping phases.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, Hybrid approaches could be useful.

AREA	QUESTIONS	PERSON 5 ANSWERS
Respondent Profile	**Role in Fashion**	Project Manager
	Company name	Make It Perfect (Fashion Events Agency)
	Professional Experience	15 years
	Job description	I manage luxury event projects and product launches
	Types of events	Gala dinners, in-store activations, product launch roadshows and brand collaborations.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Yes.
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	My agency currently doesn't follow fixed pm methodologies. In the past, I've used tools like Asana, Trello and Gantt charts.
	Informal methods: Do you use alternative planning methods (more informal ones)?	I use custom Excel tools, such as project lists, daily internal check-ins timelines and production plans.
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Traditional PM methods don't fit the fast pace of fashion events. Timelines are short and constant last-minute changes make rigid planning impractical.
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Yes, project management is more commonly used for fashion shows, which require longer planning.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	High creativity and uncertainty.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	In fashion events, tight deadlines, lack of structure, and constantly evolving creative input make formal project management difficult to apply and often seen as too rigid.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	No, I haven't. There's a clear lack of PM training. PM tends to be more common where projects are more structured and long-term.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	PM improves visibility across teams, clarifies responsibilities and helps track project status.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Unpredictability is a constant in fashion event planning. Issues like unavailable materials or production delays are common, requiring quick, low-cost solutions to keep the event on track.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	We face similar issues regularly and in many cases, even structured project management wouldn't have prevented them or changed the outcome.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No, we don't, we rely on external partners to handle risk, insurance and potential event-related variables.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	Quick decision-making, clear communication and experience help us adapt fast when unexpected issues arise.
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	No
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	PM approaches are often adapted in fashion. We adapt our approach based on the scope of each project and the team involved. We define a working method that allows us to effectively track project updates, incorporate client feedback, and manage follow-ups.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	The initial creative phase, involving the design team.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	The execution phase benefits more from structured project management.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Flexible tools, quick workflows, and strong time management are far more effective.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	Definitely more time. Time is essential for introducing more structured project management practices and allowing teams to plan and organize more effectively.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Sure. A hybrid model tailored to the fashion industry could improve efficiency, should be built around the sector's characteristics.

AREA	QUESTIONS	PERSON 6 ANSWERS
Respondent Profile	**Role in Fashion**	Collection Merchandising Manager
	Company name	Tod's
	Professional Experience	22 years
	Job description	I oversee the full product lifecycle, from collection briefs to development & store delivery.
	Types of events	I develop items for fashion shows, store openings or capsule collections.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	In a very general way
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	I don't, my training has been purely on-the-job.
	Informal methods: Do you use alternative planning methods (more informal ones)?	We follow structured routines, like monthly marketing plans, early product selection and advance scheduling for communications, while staying flexible for last-minute changes.
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	I think PM will become more common with younger generations. In legacy luxury houses, it's still rare. Some practices align with PM, even if not consciously applied.
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	For complex events like fashion shows, every detail is interconnected and must be precisely managed, so PM is probably more used there.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Timing: decisions are often made too late, leaving little room for efficient execution or cost control.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	PM is not used in fashion because of the industry's fast pace, last-minute changes and lack of early-stage planning. These factors are combined with traditional workflows in legacy brands.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	I haven't. Yes, there is a lack.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	The main advantage is clarity: knowing who's responsible and for what. PM methodologies help bring structure and improve coordination.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Late or damaged shipments, sudden stakeholder decisions, or last-minute changes from board members can disrupt plans entirely
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	Just a week before a planned product launch, a board member visited a store, disliked the product, and the entire plan had to be scrapped and reworked immediately
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	Not at all.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	By staying flexible and relying on experience
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	I don't think such structured tools would even be applicable.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	PM approaches are usually adapted to fit fashion's fast pace and unpredictability.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	Is particularly difficult to implement during the initial phase. This stage is idea-driven, where concepts evolve rapidly and don't follow fixed structures.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	Is valuable when coordinating logistics, teams and timelines.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Instead of rigid templates, tools should allow quick updates and collaborative input.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I would change the timing and improve cross-departmental collaboration. Planning often starts too late due to product availability, timely sharing between teams is essential for efficiency.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, hybrid approaches can work but only if flexible. For ex. we use AI for forecasting, but human insight is still key to adjust for changes, so structure helps, but adaptability is essential.

AREA	QUESTIONS	PERSON 7 ANSWERS
Respondent Profile	**Role in Fashion**	Owner of Fashion Brand
	Company name	Flora Miranda
	Professional Experience	11 years
	Job description	I oversee the creative and organizational direction of fashion shows
	Types of events	Fashion shows, exhibitions, performances
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Just a few
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	No, I don't. I just tried Trello and read about Agile.
	Informal methods: Do you use alternative planning methods (more informal ones)?	I create my own structure depending on the project need in a google sheet/excel/numbers
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Not very common
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Big events like high end runways
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Fashion events involve complex chains of interdependent stakeholders, if one part delays, everything is affected. Also hard deadlines, high financial pressure and unpredictability
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	In my case, it's mainly a budget issue. We are a small reality and we can't afford a dedicated project manager, so someone from the team takes on PM tasks alongside their main role.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	No. There are some resources available for those interested, but in my studies, pm wasn't included.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	Be clear and not create confusion. Have everyone on board and aligned with rules that are easy to understand and possible to follow.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Happen very often. The most common are missed deadlines, people not showing up, poor-quality deliveries, or last-minute requests.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	At a fashion show, we had to rely on backup models due to last-minute no-shows.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	Just with time and experience you learn how to manage unexpected events
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	A structured PM approach helps, but with limited resources, the most effective tools are experience and reliable collaborators.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	As I do not know enough about the approaches, hard for me to answer
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	PM is hard to implement when multiple decision-makers are involved, and conflicting interests are involved. Differing working styles especially between management and creatives make it difficult to maintain a unified plan.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	Structured project management is most beneficial in the production and execution phases, where clear timelines, task division, and coordination are essential to avoid delays and confusion.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Can't answer
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	Honestly, I wouldn't change much.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	A hybrid model could be useful, especially for balancing creativity with structure. But in small teams like mine, we often just do what we can with limited resources.

AREA	QUESTIONS	PERSON 8 ANSWERS
Respondent Profile	**Role in Fashion**	Marketing Manager
	Company name	TREE S.R.L shopping mall
	Professional Experience	30 years
	Job description	Develop and coordinate promotional strategies to increase foot traffic
	Types of events	Fashion shows, after-parties and major brand activations.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Only Gantt charts
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	No
	Informal methods: Do you use alternative planning methods (more informal ones)?	We use retro-planning timelines, dividing the project into phases and assigning tasks to team members to stay on track and meet deadlines.
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Not common especially in small offices like mine
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Yes, especially for product launches or new products presentations.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	The biggest challenge is meeting deadlines. Beyond creative pressure, there are production delays, supply issues, and multiple elements the project manager must coordinate.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	PM isn't always used because companies try to optimize resources often assigning both product and project management to one person, rather than investing in a dedicated PM role.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	Yes, both at university and during my time working at an agency. I would say there is a lack though
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	Bring structure, improve coordination among teams and help track progress
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Staff shortages, agencies missing deadlines, or products that don't meet expected aspects.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	A staff member cancelled last minute for a team-building event and we had to find a replacement immediately.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	We always have a "Plan B", even for staffing.
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	Yes but companies must decide if they're willing to invest in such tools, many project management systems are costly.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	Adapted
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	PM is harder to apply in fast-paced production phases, especially in fast fashion where products rotate quickly. The speed leaves little room for structured planning, even if it would be useful.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	During the task assignment phase, so the definition of projects deadlines and objectives
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	More agile tools would help
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd invest in proper project management software: it would greatly improve organization and efficiency.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Definitely

AREA	QUESTIONS	PERSON 9 ANSWERS
Respondent Profile	**Role in Fashion**	Project Manager
	Company name	Moda Lisboa
	Professional Experience	10 years
	Job description	I oversee event planning and coordinate teams
	Types of events	Fashion shows at Lisboa Fashion Week
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Some yes like Trello, Notion, Slack
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	Not really. I work with some tools like Notion, but I don't implement them through all the processes.
	Informal methods: Do you use alternative planning methods (more informal ones)?	Yes, informal checklists
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	I don't think are widely used in fashion events. Many still rely on personal, hands-on relationships and unless everyone is aligned digitally, those tools aren't practical or necessary.
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	In bigger events, with a bigger program, with more artists involved, with a greater variety of content, I would say.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Uncertainty is the biggest one and can constantly affect planning. This creates pressure and the need of constant innovation
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	It's cultural. When we explored tools like Trello or Slack years ago, there was resistance from the team. Without full team adoption, it's harder to stick to those rather than familiar methods
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	Never
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	It's a vital tool to align teams and improve efficiency. It helps manage multiple projects, reduce team stress and ensure on time delivery
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Too often
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	During COVID, we had to postpone an event last minute due to delayed health approvals. Another time, a tornado forced us to rebuild all outdoor setups overnight. Only flexibility made it possible.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	We don't use formal risk management tools, but we do have contingency plans, we just apply them informally
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	Decisions are made quickly at a senior level, based on experience and ongoing evaluation, without needing everything written down.
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	In some ways it would be useful, but I think they end up consuming time and we work well without those tools.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	Adapted
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	It is hardest at the beginning, when ideas are still forming and nothing is defined. It's challenging to align the team around uncertainty and multiple evolving scenarios before there's a clear direction.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	It is especially useful once the concept is defined, during the planning and execution stages
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	I don't have an answer for that
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	More budget and time
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, I'd be open to a hybrid approach—especially when new challenges arise. As our work evolved beyond fashion weeks to include studies and exhibitions, we naturally adapted our tools and processes to fit changing needs. Flexibility is key.

AREA	QUESTIONS	PERSON 10 ANSWERS
Respondent Profile	**Role in Fashion**	Senior Project Manager
	Company name	Prefer not to say
	Professional Experience	30 years
	Job description	I manage the planning process behind fashion shows (mainly)
	Types of events	Runway shows, brand activations, product launches.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Yes
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	Yes but not as they are. I'm familiar with Gantt charts and tools like Trello and we use them but in a very customized way.
	Informal methods: Do you use alternative planning methods (more informal ones)?	We rely heavily on experience-based workflows.
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Not common. There's often a belief that creativity can't be planned
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Yes in large-scale luxury fashion shows. The complexity forces some kind of project management
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	The pace is intense and everything changes last minute making rigid methodologies hard to follow. The many stakeholders involved only add to the complexity.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	Due to lack of time and expertise. Teams are often under pressure, and formal PM feels like an "extra step" rather than a support tool. Some see it as too "corporate" or slow for our type of events.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	No, I haven't. Yes, most event professionals in fashion come from creative or marketing backgrounds
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	PM tools help track progress and avoid bottlenecks. They also help in better coordinating activities.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	All the time. Model cancellations, last-minute changes from the creative director, lighting issues, shipping delays.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	The venue had a power outage during setup. No generators were on-site. We managed by improvising.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	Risk management is informal and reactive, it's more like "who do we call" than "what does the risk register say."
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	Yes, definitely. Even just having a risk checklist or contingency plan would reduce the panic.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	They are always modified. We pick and choose — timelines from Waterfall, but flexibility from Agile. Nothing is applied 100% as-is.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	Final production week is a nightmare for PM. Too many changes, and decisions are made in real time.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	Pre-production and logistics benefit a lot from it.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Risk management and scheduling tools need to be more visual and real-time. We need tools that evolve as the event changes.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd bring in more structured review points, so we don't have to redo everything last minute because something got missed.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes. As long as it's not bureaucratic and still leaves room for flexibility and would respect the need for creativity, while giving structure where it's most needed.

AREA	QUESTIONS	PERSON 11 ANSWERS
Respondent Profile	**Role in Fashion**	Head of Production
	Company name	Balich Group
	Professional Experience	18 years
	Job description	Supervise executive production for major projects such as Dolce & Gabbana's haute couture shows
	Types of events	We produce luxury fashion events handling concept and executive production
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Yes
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	Yes, we use Trello and Gantt charts for project planning and Airtable to profile collaborators
	Informal methods: Do you use alternative planning methods (more informal ones)?	Informal checklists and Excel
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	It is common for budgeting
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Not necessarily. Complexity depends more on the client than the budget: a small event can be complex and a large one simple.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Short timelines and more competition.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	In my view, it's not a lack of tools but a cultural issue. Fashion often prioritizes creativity and speed over structure, and some teams resist formal methods.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	No formal PM training. I believe the job is mostly about attitude and experience that is far more valuable than academic training in this field
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	Tools like Trello and Airtable are very functional. They integrate data across planning, HR, and budgeting. Airtable, in particular, helps track staff allocations and budget evolution.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Everyday. The most common issues are budget gaps between creative vision and available resources. Another is team management, keeping everyone aligned and motivated.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	In Saudi Arabia, customs delays forced us to replace LED candles with battery lights
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	Yes, contingency plans.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	Handling problems with Plan Bs that come to our mind when the crisis arises
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	They are rarely accepted in fashion as we always need to adapt things on the moment.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	Are modified.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	The phases that require high flexibility
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	From the development phase onward, once the concept is defined and it's time to coordinate budget and suppliers
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Rather than changing the tools, it's about how you use them. In fashion, PM tools need to support fast decision-making and creativity.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	Unrealistically: I wish we had more time, maybe 36 hours in a day instead of 24. Realistically: I'd improve the professional quality of life for project managers
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Sure, and that's actually how we work, we combine structured planning with flexibility, using tools like Trello, Airtable and Excel. It's not about following one rigid method but about adapting the system to the needs of each project. So I believe a formalized framework would work.

AREA	QUESTIONS	PERSON 12 ANSWERS
Respondent Profile	**Role in Fashion**	Senior Project Manager
	Company name	Fasten Seat Belt
	Professional Experience	6 years
	Job description	I handle the planning, organization, and supervision of large-scale events
	Types of events	Fashion shows, product or collection launch events, and brand activations related to the luxury sector
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Yes
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	Yes, I use them. The most used one are Gantt charts to plan timelines and break down tasks.
	Informal methods: Do you use alternative planning methods (more informal ones)?	I create detailed timelines, operational checklists, budget plans, and responsibility charts.
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	The use of structured project management is growing in fashion, though not yet standardized. Many rely on personal experience and less formal organization.
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Is more common in complex events like global collection launches where the margin for error is minimal, and coordination among teams makes structured management essential.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Fashion is a highly dynamic, creativity-driven, and unpredictable. Time is tight and stakeholders have different needs.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	Often there isn't enough time for structured planning due to very tight deadlines. Then, budgets are frequently focused on the creative aspects. Also the lack of specific PM skills within event teams.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	Yes, I received academically through my master's degree in PM in the cultural sector. There's a lack. Many event organizers are strong in production or creativity but lack technical training in PM.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	A structured approach helps keep control over timing, budget, and resources, ensuring execution quality.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	They are very frequent: delays in dress production, logistical issues, bad weather, last-minute location changes
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	At an outdoor event, a storm hit just hours before it began. We had to move everything indoors at record speed.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	Yes, I use contingency plans and risk assessments for each project. I assess possible critical scenarios and define alternative actions.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	I said that before
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	Yes, PM doesn't eliminate unexpected events but helps handle them in a more organized way, with less panic
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	They are often modified. We can't apply a classic model rigidly. For example, Gantt charts are useful, but I simplify them to fit the fast-paced reality of the sector. I use agile elements, like visual task boards, but in a customized way.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	The most critical phases are final stages, under pressure and with tight timing
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	PM is very useful in pre-production and logistics stages, where precision is key.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Yes, we need more visual, dynamic tools with more immediate interfaces. PM for fashion must be fast, visual, and adaptable to constant change.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd change how time is managed. Planning is often improvised, and then people rush to catch up. I'd like an approach that saves time
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, I'm very open to hybrid solutions. If they could boost efficiency without compromising creativity, I'd gladly adapt.

AREA	QUESTIONS	PERSON 13 ANSWERS
Respondent Profile	**Role in Fashion**	Fashion PR coordinator
	Company name	Joseph
	Professional Experience	4 years
	Job description	Make sure that the collections and all the products are featured in print and digital media
	Types of events	Big scale events such as Fashoin shows and after parties
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Just a few
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	I've worked with Trello and Microsoft Project
	Informal methods: Do you use alternative planning methods (more informal ones)?	Microsoft Teams, checklists and team meetings
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	With the younger generation, you definitely see more structured ways of working since they are keener to adopt new technologies
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	PM is very used especially big scale projects where there are many people involved
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Time constraints, high creativity, stakeholder complexity.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	I think that is because fashion requires a lot of adaptation and flexibility. Also, budget constraints are a main barrier
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	No, there is a lack.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	Good communication and collaboration
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Creative directors last minute change of minds or bad weather conditions
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	I don't recall one now
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	Last minute problem solving
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	Yes
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	Adapted
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	I don't know
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	I don't know
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	I don't know
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	Ideally, there would be more consistency and a clear structure, once decisions are made, they shouldn't change so easily. But in fashion, the creative nature makes that hard to enforce.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	A flexible hybrid model could be helpful, and I'd be open to it, especially for reducing stress and improving structure. Adoption depends on generational openness, and while new methods can bring efficiency, they might also affect the industry's authenticity and creative spontaneity.

AREA	QUESTIONS	PERSON 14 ANSWERS
Respondent Profile	**Role in Fashion**	Event Specialist
	Company name	EssilorLuxottica
	Professional Experience	5 years
	Job description	I oversee the creative and production processes.
	Types of events	Fashion shows and brand activations.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Only Gantt
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	Gantt charts (just a few times)
	Informal methods: Do you use alternative planning methods (more informal ones)?	Production schedules so detailed timelines and budget
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Structured PM approaches are becoming more common, especially in fashion shows. However, some teams still rely on informal methods
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	They're rarely used for small fashion shows where production schedules are more useful. While for big projects a Gantt is a must.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	3 essential pillars: people, money, and time. Matching budget and creative vision with timelines is the toughest part. Budgets keep shrinking while expectations rise.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	Gantt charts are complex and time-consuming to build. I don't always have time to create Gantts, especially for smaller events where things change last-minute.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	No one taught me to use Gantt, but when you see one, it's self-explanatory.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	Help anticipate problems, align teams and clarify responsibilities.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Weather is a constant risk for outdoor events, but safety is just as critical. Crowd control, emergency scenarios like blackouts or fires, and proper risk documentation are essential parts of planning.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	For a jewelry event, we had to rework guest transport last-minute due to narrow road access coordinating multiple providers and staggered arrivals. Both required quick thinking and coordination.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	Not formally. We try to prepare contingency plans but often rely on experience.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	We focus on clear communication and anticipate issues as much as possible. When budgets allow, we propose backups, but often have to find flexible, last-minute solutions
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	It's ideal to prepare contingency plans whenever possible. But during live events, unexpected issues still arise, so flexibility and quick decision-making remain crucial.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	Adapted
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	During the live event phase, where unexpected issues often arise and plans must adapt quickly.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	In the pre-production phase, when aligning suppliers, timelines, logistics and responsibilities. It ensures everyone is on the same page before moving into execution.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Production plans that can update quickly or mobile-friendly timelines.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd love to see AI used to streamline tools like production plans used as a support, not a replacement, to help us work smarter.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, and I believe we already use a hybrid model even if informally. Smaller projects may be managed informally, but larger shows require structured tools like production plans and post-meeting reports.

AREA	QUESTIONS	PERSON 15 ANSWERS
Respondent Profile	**Role in Fashion**	Store Director
	Company name	Versace
	Professional Experience	25 years
	Job description	To coordinate everything, especially events
	Types of events	Small tailor-made events and experiences
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	No
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	Never
	Informal methods: Do you use alternative planning methods (more informal ones)?	Excel spreadsheets, checklists and calendar planning
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Structured PM is more common at the global level, especially for synchronized events across boutiques. But local teams still need flexibility to adapt formats, timing, and guest lists
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	Large-scale events like fashion shows demand a very structured approach.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	ROI, unpredictability and time.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	PM isn't widely used because fashion often relies on informal methods. Rigidity is a problem.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	I've never received PM training or studied it formally.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	Helps reduce risk and ensures consistency. It's useful especially for large events like runway shows. Improvisation doesn't work at that scale.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Always. Traffic delays during fashion week, garments arriving damaged or service provider issues.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	A top client requested a last-minute birthday celebration during a store visit. Despite the holiday, we quickly sourced decorations overnight. It was stressful but successful and in that case, quick thinking mattered more than formal PM tools.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	Plan B on the moment
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	PM can help with preparation, but in luxury retail, unexpected requests are often emotional and time-sensitive. In those cases, quick thinking and experience are more effective than rigid planning.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	Changed to better fit
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	I don't know
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	I don't know
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	I don't know
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	Too often, we're expected to follow a strict presentation or checklist. But when you work with people, especially in fashion, you need to respond to emotions, spontaneity, and human interaction. That human element is what makes events work.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, absolutely. A balanced model one that's structured but also adaptable to fashion's dynamic nature would help a lot.

AREA	QUESTIONS	PERSON 16 ANSWERS
Respondent Profile	**Role in Fashion**	Senior Project Manager
	Company name	Random Production
	Professional Experience	25 years
	Job description	Overseeing fashion event planning process
	Types of events	Fashion shows, parties and luxury dinners.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Yes
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	We use Gantt but only for big events
	Informal methods: Do you use alternative planning methods (more informal ones)?	We use trackers: one for budget, one for deadlines and one for incoming quotes. We also do regular update calls
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Honestly, very rare. I've worked with many brands and agencies and most of my peers don't use formal methodologies
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	In large events that involve thousands of attendees and suppliers. While for small- to mid-sized fashion events, using too many tools can actually slow things down. When working with 5–7 people, trackers and direct communication are enough.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Highly dynamic and uncertain industry
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	Gantt charts feel unnecessary and time-consuming. Most fashion shows—especially those under €500,000—can't afford so many roles, so teams are smaller and tools are simpler. (Budget constraints)
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	No
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	Gantt is useful to set clear timelines and manage iterations, along with budget tracking.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Unexpected issues happen often like last-minute changes to carpet color or LED wall dimensions.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	Before a fashion show, the client requested a black box instead of the planned white space—just hours before. We sourced 1,000m² of fireproof fabric, built structures and installed everything overnight.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	We used contingency plans but if a client changes everything at the last second despite seeing renderings and walkthroughs, you simply can't anticipate it. You react as best you can.
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	No fixed procedure, just experience. We split responsibilities across team members
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	PM methodologies can help anticipate and plan, but in fashion, last-minute creative changes are common.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	They're usually adapted. Fashion events require constant adjustments.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	When there are last-minute client changes. You may need to move quickly and improvise.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	When timelines, supplier coordination, and technical logistics need to run precisely and efficiently
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Editable Gantt charts or real-time dashboard
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd love for pre-production phases to be longer. Recently I planned a major Salone del Mobile event in three weeks when it really needed three months
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Definitely. A more elastic, less rigid model could help because in fashion, you're always dealing with question marks.

AREA	QUESTIONS	PERSON 17 ANSWERS
Respondent Profile	**Role in Fashion**	Beauty Director
	Company name	VOR
	Professional Experience	35 years
	Job description	I mainly work in Fashion and Wedding world
	Types of events	Fashion shows, after-parties and major brand activations.
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Some
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	No
	Informal methods: Do you use alternative planning methods (more informal ones)?	I create ad hoc sensory Team building models
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Not common at all
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	The biggest ones
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	3 main ones: time constraints, unpredictable creativity and stakeholder complexity
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	Because the industry runs on speed and instinct. There's little time, limited budget or expertise for structured methods, and PM is often seen as too distant: fashion prioritizes creativity and visual impact over formal processes.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	Absolutely. There is little awareness of what project management really is and how much it could simplify and streamline workflows.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	Efficiency in timing, clarity in roles and smoother collaboration.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Unexpected issues are almost the norm like cast changes, delivery delays, last-minute creative shifts, or weather and tech problems.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	During fashion week, a beauty partner's products arrived incomplete just hours before the show. We had to improvise and share supplies across stations.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	I use a personal "mental toolbox": backup contacts, extra products, and early briefings. But we lack a shared escalation plan which I believe would improve management, if applied flexibly.
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	Yes, I think it is increasingly necessary. They should be seen as tools to organize chaos and reduce the margin for error.
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	PM approaches are almost always adapted. Rigid frameworks like PMBOK or PRINCE2 don't fit the fast, fluid nature of fashion.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	The most difficult phase is the final countdown where everything changes last minute, from logistics to creative elements. The early concept phase is also hard to structure due to its fluid, creative nature. Still, a strong initial framework could ease the chaos later on.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	Structured PM is most useful in pre-production when setting budgets, timelines, and roles
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	Yes PM tools should be simplified and translated into a more visual, intuitive format. For example, WBS as concise to-do lists.
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd improve cross-department coordination
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Yes, I'd be open to adopting a hybrid PM model if it's tailored to fashion, respects creative timing, and supports rather than restricts the process. It must feel like an ally, not a constraint.

AREA	QUESTIONS	PERSON 18 ANSWERS
Respondent Profile	**Role in Fashion**	Project Manager
	Company name	Chanel
	Professional Experience	3 years
	Job description	We focus more on projects tied to product development
	Types of events	Post-sale boutique openings and after sale services
RQ1: To what extent is project management implemented in the fashion industry?	**PM methodologies knowledge:** Do you know PM methodologies?	Not really.
	PM methodologies adoption: Do you use PM methodologies when planning events? If yes, which ones?	No, just Monday but for a short period of time.
	Informal methods: Do you use alternative planning methods (more informal ones)?	We usually use PowerPoint or Word to create retro-planning documents with timelines, or Excel. We write down the steps, set internal deadlines, and track progress informally.
	Perception of PM Adoption in Fashion: How common do you think is the use of structured PM approaches in the fashion industry?	Across all the companies I've worked in, I've never seen project management software being used.
	PM usage by Event Type: Are there specific types of events (e.g., luxury fashion shows, brand launches) where PM is more commonly used?	I don't know.
RQ2: What are the main barriers to implementing project management in fashion event planning?	**Industry Challenges**: What are the biggest industry-specific challenges in planning fashion events?	Uncertainty, creative nature and fast change of consumers preferences.
	Barriers: The literature suggests that PM is not widely used in fashion. In your opinion, why it is like that? What are the main barriers?	PM isn't widely used in fashion mainly due to habit and resistance to change. The industry can be rigid, with little openness to new tools or workflows, not because of budget, but a lack of willingness to modernize.
	PM training: Have you ever received formal training in PM? Do you think there is a lack of it among fashion event organizers?	Never and yes there's a lack of general knowledge.
RQ3: What are the key benefits of project management in fashion event planning, particularly in handling unexpected events?	**Benefits**: What do you think are the key advantages of using PM methodologies in fashion event planning?	They help follow the project more closely, clarify who is responsible for what, avoid duplicate work, and allow better tracking of others' progress.
	Unexpected Events: Talking about unexpected events, how often they occur in fashion event planning? What are the most common ones?	Often. The most common problems come from validation. We'll get an initial approval from a director, but then someone higher rejects it. When happens, we have to re start the process.
	Real-life Crisis Scenario: Can you share an example of a crisis that occurred at an event you worked on? How was it managed?	I don't remember now.
	Risk management methodologies adoption: Do you use structured risk management frameworks (e.g., contingency plans, risk assessments)?	No
	Informal methods: If you answered no at the previous question, how do you prepare for unexpected challenges in event planning?	We just improvise.
	Utility of PM in handling unexpected events: Do you think using PM methodologies could be useful to prevent or manage unexpected events more effectively?	Yes and no at the same time. Can help to prevent better but when the unexpected event arises is important to act fast and solve it without losing time and think of rigid procedures
RQ4: How have project management methodologies been adapted within fashion event planning and to what extent could a hybrid model offer a better fit for the industry's needs?	**PM Hybrid Models in fashion**: Are existing PM approaches applied as they are, or are they modified to better fit the fashion event context?	Adapted I think.
	Difficult Stages for PM: Are there specific phases of event planning where PM is particularly difficult to implement?	It's difficult to apply rigid systems when working with creatives.
	Beneficial Stages for PM: Are there specific stages of fashion event planning where structured project management is most beneficial?	Where retro-planning, deadline setting, and validation are crucial, I think PM would be useful in all phases.
	Customized PM Tools for Fashion Events: Are there any specific tools or elements from project management frameworks that you believe should be adapted to better fit fashion events?	I'm not familiar enough with the tools
	Desired Changes in Fashion Event Management: If you could change one thing in the way fashion events are currently planned and managed, what would it be?	I'd definitely add more structure. Something that helps organize the retro-planning and project tracking.
	Openness to Hybrid PM Models: Do you believe a more flexible model specifically tailored to the fashion industry could improve efficiency? Would you be open to adopt it?	Sure! I would be more than happy to adopt such framework.

***Figure A19**: Interviews questions and answers divided by topic (RQs)*

PHASE	PM APPROACH	TOOLS/APPROACHES	KEY FOCUS
1. **Initiation**	*Agile-Inspired*	• Mood boards (Canva) • Stakeholder mapping (Miro) • Informal visual boards	• Creativity, • Idea Generation, • Stakeholder Alignment
2. **Pre-Production (Planning)**	*Traditional PM*	• Gantt charts • WBS • Deadline trackers <u>Risk Management</u>: • Light contingency checklist • SWOT Analysis • Risk Matrix	• Logistics Coordination, • Resource Allocation, • Deadline Control, • Early-Stage Risk Awareness
3. **Execution (Event Phase)**	*Agile-Inspired*	• Trello • Notion • SCRUM	• Real-Time Coordination, • Rapid Decision-Making, • Flexibility & Last-Minute Adaptation
4. **Closure**	*Hybrid*	• Post-event reports • KPI tracking • After-action reviews (Excel, PowerPoint)	• Reflection, • Evaluation, • Knowledge Transfer, • Future Improvements

***Figure A20**: Hybrid Model Structure Proposal by Project Phase*