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Sustainability as a Competitive Advantage: An Analysis of Green Event Management Strategies among Selected Companies in Metro Manila

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Abstract. Green event management has gained traction as a business strategy in the Philippines, yet localized evidence from Metro Manila remains sparse. This study examined how event management companies in the capital region implement green practices and how those practices relate to perceived profitability. Thirty owners, shareholders, and operations managers were recruited through purposive sampling, and data were collected using a structured Likert-scale questionnaire and analyzed using weighted means. Respondents were predominantly young (66.7%; 21-30) and highly educated (86.7%; graduate degrees), with an equal split between male and female participants. Results showed broad acceptance of sustainability across all measured dimensions, with all items falling within the Agree band. Energy conservation returned the highest green practice score (weighted mean = 3.43), followed by waste reduction (3.36); business travel reduction (3.30) and environmental hazard minimization (3.26) were lower, though both remained within the Agree range. On the profitability side, strategic partnerships with eco-conscious artists and corporate social responsibility both topped the list at 3.40, ahead of cost savings (3.33) and audience appeal (3.23). Read through the Triple Bottom Line lens, these patterns suggest that Metro Manila event firms are beginning to treat sustainability as a genuine competitive asset rather than a branding exercise. Given the sample size and design, replication using probability sampling, broader geographic coverage, and longitudinal approaches that incorporate verified financial data is strongly encouraged.

Keywords: *Event Management; Green Practices; Profitability; Sustainability; Competitive Advantage; Environment*

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Introduction

Sustainability has moved well beyond the language of corporate social responsibility. For many businesses today, it sits at the heart of competitive strategy—and event management companies in Metro Manila are no exception. Mounting public concern over climate change, resource depletion, and environmental degradation has changed how businesses are expected to operate, pushing sustainability from the margins of policy documents into the core of day-to-day decision-making (Abbass et al., 2022; Baydeniz & Özdoğan, 2024). The question is no longer whether companies should go green, but how doing so translates into measurable strategic gains in profitability, brand recognition, and market positioning.

Few industries feel this pressure as acutely as event management. By their very nature, large-scale conferences, festivals, and exhibitions are resource-intensive—they generate waste, draw heavily on energy, and leave measurable carbon footprints. Clients, regulators, and the public are increasingly unwilling to ignore these effects, placing organizers under real pressure to rethink how events are planned and produced. The result has been a growing movement toward green event management: an approach that weaves sustainability into every phase of the process, from initial concept through post-event wrap-up (Baydeniz & Özdoğan, 2024).

Green event practices take many forms—cutting paper use, conserving energy, sourcing sustainable materials, shifting to digital workflows, and reducing waste before and after events. What makes these measures particularly interesting from a business standpoint is that they tend to deliver benefits beyond environmental compliance. Companies that commit to sustainability often find that operating costs drop, internal processes become more efficient, and their profile among clients grows more attractive (Boermans et al., 2024; Wu & Tham, 2023, as cited in Baydeniz & Özdoğan, 2024). In short, going green can also mean staying competitive.

Consumer behavior is shifting alongside industry practice. Clients—particularly those in sectors where environmental accountability is closely watched—actively seek out service providers who can demonstrate credible sustainability track records. In event management, this trend is becoming commercially significant: some clients are willing to pay a premium for green event solutions, and providers that can offer them gain a meaningful edge over those that cannot (Dang-Van et al., 2023; Baydeniz & Özdoğan, 2024). Sustainability, in this light, functions not just as an ethical stance but as a genuine market differentiator.

Reputation effects compound these advantages. Event companies that communicate real green commitments tend to build stronger trust with clients and talent alike—trust that, over time, translates into loyalty and repeat business. Sustainability-driven branding, when grounded in actual practice rather than empty claims, creates durable relationships with stakeholders that underpin long-term competitive advantage (D'Angelo et al., 2023; Dolasinski & Roberts, 2025, as cited in Baydeniz & Özdoğan, 2024).

Yet adoption remains uneven. Cost concerns, insufficient technical know-how, and gaps in team alignment continue to slow the spread of green practices across the event sector. A recurring theme in the literature is the disconnect between leadership intent and frontline execution—management may be convinced of sustainability's strategic value while employees remain uninformed or disengaged, creating barriers that derail otherwise well-designed initiatives (Mair & Smith, 2021; Ioannou et al., 2023, as cited in Baydeniz & Özdoğan, 2024). The background and experience of individual business owners also appear to shape how seriously sustainability is prioritized within a given firm.

These dynamics point to an important gap in the literature. While researchers have documented the broad benefits of sustainable business practices, the specific mechanisms through which green event strategies translate into profitability and organizational performance remain underexplored. For the Metro Manila context in particular, this gap is notable: localized evidence linking specific practices to business outcomes would be far more actionable for practitioners than general findings drawn primarily from Western market studies (Althaus et al., 2025; Baydeniz & Ozdogan, 2024; Dimayuga & Pulhin, 2022, as cited in Baydeniz & Özdoğan, 2024).

This study aims to address that gap. Taking an exploratory approach, it examines the green practices currently used by event management companies in Metro Manila and investigates the factors respondents believe drive profitability in a sustainability-oriented business model. The goal is not to produce sweeping generalizations but to generate grounded, locally relevant insights into how these firms are using—or could use—sustainability as both an environmental and a competitive tool.

Methodology

A descriptive-quantitative research design was employed (Creswell & Creswell, 2023; Sekaran & Bougie, 2022), which allowed the researchers to measure and numerically describe the extent to which event management companies in Metro Manila implement green practices and to quantify respondents' perceptions of what drives profitability in a sustainability-oriented business model.

Thirty respondents—owners, shareholders, and operations managers of event management companies in Metro Manila—were selected through purposive sampling. This sample size reflects the niche, specialized nature of the sector and the requirement that participants have firsthand responsibility over their companies' sustainability decisions. Findings are therefore framed as exploratory and indicative in scope. Participants qualified for inclusion if they: (1) owned or principally managed an active event management company in Metro Manila; (2) had been operating for at least one year; (3) had implemented at least one green or environmental practice; (4) held direct knowledge of their company's sustainability policies; and (5) consented voluntarily to participate.

The primary instrument was a researcher-made structured questionnaire divided into four parts: (a) demographic profile covering age, gender, educational attainment, and years in operation; (b) management and strategy factors perceived to affect profitability; (c) specific green practices implemented, including travel reduction, environmental hazard minimization, energy conservation, and waste reduction; and (d) open-ended recommendations for sustaining those practices. Responses in parts (b) and (c) were scored using a four-point Likert scale.

Demographic data were summarized using frequency and percentage distributions, while profitability and green practice scores were computed as weighted means and interpreted on the following scale: 3.50-4.00 = Strongly

Agree, 2.50-3.49 = Agree, 1.50-2.49 = Disagree, 1.00-1.49 = Strongly Disagree. Given the exploratory scope and limited sample size, no inferential statistical claims are advanced; all results are interpreted descriptively. Before data collection began, written permission was secured from participating companies, and the study received ethical clearance from the QCU Research Ethics Board.

Results

The results are presented below in tables corresponding to the sequence of the study's research problems. Across all dimensions, respondents generally agreed with the green practices and profitability factors described, though the degree of agreement varied. Energy conservation topped the green practice rankings, with waste reduction close behind; travel reduction and environmental hazard minimization were rated somewhat lower, though both remained within the Agree band. On profitability, respondents rated partnership opportunities and corporate social responsibility most highly, above cost savings and marketing advantages.

Table 1
Demographic Profile of Respondents

Age	F	%
21 to 30 years	20	66.7%
31 to 40 years	10	33.3%
Gender		
Male	15	50.0%
Female	15	50.0%
Highest Educational Attainment		
Undergraduate	2	6.7%
Graduate	26	86.7%
Postgraduate	2	6.7%
Length of Service / Operation		
1-5 years	11	36.7 %
6-10 years	15	50.0%
More than 1o years	4	13.3%

Table 1 summarizes the demographic characteristics of the 30 respondents. Most were young professionals: 66.7% were between 21 and 30 years old, while the remaining 33.3% were between 31 and 40 years old. Male and female respondents were equally represented at 50% each. Educational attainment was notably high—86.7% held master's degrees, while bachelor's degree holders and those with postgraduate qualifications each comprised 6.7%. Regarding business longevity, half of the participating firms (50%) had been operating between six and ten years, 36.7% for one to five years, and 13.3% for more than a decade.

Table 2

Green Practices of Event Management Companies

	Indicators	Weighted Mean	Verbal Interpretation
1.	The company reduces business travel to support sustainability and improve financial performance.	3.30	Agree
2.	The company minimizes environmental hazards in its operations.	3.26	Agree
3.	The company implements energy conservation initiatives.	3.43	Agree
4.	The company promotes waste reduction practices.	3.36	Agree
	Average Weighted Mean	**3.34**	**Agree**

Table 2 shows ratings for four green practice categories. Energy conservation earned the highest score (weighted mean = 3.43), making it the most consistently adopted sustainability measure in this sample—representing behaviors like switching off electrical equipment at the close of events. Waste reduction followed at 3.36, covering paperless documentation and recycling. Business travel reduction (3.30) and environmental hazard minimization (3.26) trailed behind, though all four categories fell within the Agree band, yielding an overall mean of 3.34.

Table 3

Factors Affecting the Profitability of Event Management Adapting Green Practices

	Indicators	Weighted Mean	Verbal Interpretation
1.	The company’s ability to attract and partner with artists influences its profitability.	3.40	Agree
2.	The company’s social responsibility and civic engagement affect its profitability	3.40	Agree
3.	The company’s ability to appeal to its target audience impacts its profitability.	3.23	Agree
4.	The company's green practices provide marketing and public relations advantages over competitors.	3.30	Agree
5.	The commitment of management and employees to environmental responsibility contributes to profitability.	3.23	Agree
6.	The implementation of green practices results in financial savings for the company	3.33	Agree
	Average Weighted Mean	**3.31**	**Agree**

Table 3 presents ratings for six factors perceived to influence profitability when green practices are adopted. The highest-rated items were the company's capacity to attract and partner with eco-conscious artists and its engagement in corporate social responsibility and civic activities, both at 3.40. Cost savings generated by green operations followed at 3.33, then marketing and public relations advantages at 3.30. Audience appeal and the commitment of internal staff to environmental values each received the lowest scores at 3.23—though, like all other items, both fell within the Agree range. The overall mean for profitability factors was 3.31.

Discussion

Taken as a whole, the results paint a relatively consistent picture: event management professionals in Metro Manila perceive green practices not as a regulatory burden but as a legitimate and beneficial part of how they run their businesses. All four green practice dimensions and all six profitability factors scored within the Agree range, pointing to broad-based acceptance of environmental sustainability across the sampled organizations. This pattern is meaningful—it suggests that these companies are not simply complying with external expectations but understand, at some level, that environmental responsibility and financial performance can reinforce each other rather than trade off. The data are consistent with a broader shift documented in the literature, in which sustainability evolves from an ethical obligation on the margins of corporate strategy into a recognized driver of competitive advantage within the service sector (Abbass et al., 2022; Elshaer et al., 2023; Jones, 2025).

The demographic profile of the respondents warrants attention on its own terms. With 66.7% aged 21 to 30 and 86.7% holding graduate degrees, the leadership of these firms skews young and highly educated—a profile that research consistently associates with stronger environmental awareness. Studies of millennial and Gen-Z managers have found that they tend to bring higher levels of eco-literacy and personal environmental commitment into their professional roles, making them more willing to champion sustainability initiatives within their organizations (Debrah et al., 2021; Yu et al., 2024). The composition of this sample may therefore help explain the relatively high scores observed across all sustainability dimensions.

Educational attainment is one of the more reliable predictors of how individuals perceive and respond to environmental risk (Alcantara et al., 2022). The fact that 86.7% of respondents hold master's degrees is relevant here: graduate-level education cultivates the analytical and systems-thinking capacities that complex sustainability policy demands. People with advanced qualifications are typically better equipped to recognize not just the ethical case for environmental management but its longer-term strategic and financial payoff—a pattern documented across multiple international contexts (Elshaer et al., 2023; Wu & Yu, 2024).

The equal distribution of male and female respondents—50% each—reflects a notable degree of gender inclusion in this business context and may be relevant to how sustainability is approached. Research on leadership diversity suggests that more gender-balanced management teams tend to produce CSR policies giving greater weight to long-term ecological concerns alongside short-term economic targets (Bohmer et al., 2020). Whether this relationship holds within the local event management context is a question worth pursuing in future research.

Among the four green practice categories, energy conservation ranked highest (weighted mean = 3.43), with waste reduction close behind (3.36). This ordering makes practical sense. Switching off electrical equipment, using energy-efficient lighting, and managing HVAC systems during event set-up are visible, controllable behaviors that deliver measurable cost reductions fairly quickly—no major structural changes or supply chain realignments are required. Organizations gravitate toward these entry points because the feedback is immediate and the barrier to action is relatively low (Dolasinski et al., 2025; Elshaer et al., 2023).

This pattern mirrors findings from the broader tourism and events literature. Aransyah et al. (2025) observed that sustainability-oriented innovations in these industries tend to cluster around resource-saving technologies that are accessible and yield measurable results. Makoondlall-Chadee and Bokhoree (2024) reached a similar conclusion, noting that basic conservation measures remain the primary means through which service firms simultaneously reduce both their costs and their environmental impact—improvements that then feed back into overall operational efficiency.

Waste reduction (weighted mean = 3.36) covered practices such as digital documentation, paperless event production, and material recycling. Moving to electronic contracts, digital event programs, and online registration systems eliminates physical waste at the source while also reducing the administrative overhead associated with paper-based workflows. Studies on sustainable event practices in the Philippines and Southeast Asia more broadly have identified waste minimization as one of the first practices that event companies adopt, particularly where management is well educated and therefore more attuned to both environmental and operational arguments for doing so (Pulhin & Borbon, 2021).

Business travel reduction (3.30) and environmental hazard minimization (3.26) scored lower—though both remained within the Agree band—pointing to real operational friction. Travel is a particular challenge for event companies, which depend on physical presence at venues, supplier meetings, and client consultations. The brief pivot toward virtual and hybrid formats in recent years offered some relief, but the return of large-scale in-person events has made sustained reductions in travel genuinely difficult to maintain (Mair & Smith, 2021). Environmental hazard minimization—covering chemical management, water contamination prevention, and noise control—presents a different kind of challenge: it requires formal protocols and systematic monitoring that many smaller firms struggle to develop without regulatory guidance or external institutional support (Mair & Smith, 2021; Tsavdaridou, 2026).

The profitability findings challenge the persistent assumption that green practices are primarily a cost. The two highest-rated profitability factors—attracting and partnering with eco-conscious artists (3.40) and corporate social responsibility and civic engagement (3.40)—have nothing to do with direct cost reduction and everything to do with relationships and reputation. Metro Manila event companies appear to have recognized that who you work with and how you engage with the community can be just as important for business performance as operational savings. This is consistent with stakeholder theory: organizations capable of building meaningful ties across talent, community, and civic networks are better positioned to generate durable competitive value (Aransyah et al., 2025; Werner et al., 2021).

In a market where pricing is frequently undercut, and service offerings can look interchangeable, a visible commitment to environmental causes serves as genuine reputational capital (D'Angelo et al., 2023). Multinational corporations, international organizations, and government agencies are increasingly enforcing sustainability requirements on their event vendors—and the companies best positioned to win those contracts are ones that have already built a credible green identity, not those scrambling to produce documentation at the bidding stage.

Cost savings from green practices ranked third at 3.33, and their presence at this level is significant even if not the top result. For event management SMEs—where operating margins are often tight—the cumulative financial impact of reduced energy bills, lower printing costs, and more efficient material procurement can be meaningful over time. This finding aligns with empirical work showing that localized, low-capital conservation measures translate into measurable improvements in operating margins (Elshaer et al., 2023).

Marketing and public relations advantages ranked fourth at 3.30. Respondents appear to recognize sustainability positioning as a potential competitive signal, yet they view it as yielding a slower payoff than the more immediate gains from partnerships and cost reductions. This is a reasonable read: converting a green reputation into a concrete marketing advantage requires transparency, specificity, and credible evidence. Consumers with growing awareness of greenwashing are increasingly skeptical of vague or unsupported sustainability claims, and generic messaging alone is unlikely to move the needle (Ioannou et al., 2023).

Audience appeal (3.23) and the internal commitment of management and staff (3.23) came in lowest, though both remained in the Agree range. On the audience side, this may reflect where Philippine consumer culture currently stands: eco-conscious preferences are growing but are not yet a universal requirement that event-goers impose on organizers (Pulhin & Borbon, 2021). The lower score for internal organizational commitment carries a more pointed message. Durable green practice implementation fundamentally depends on a shared culture and employee buy-in at every level. When that commitment is inconsistent or insufficiently supported by training and incentives, sustainability initiatives tend to be implemented unevenly and fail to deliver their intended environmental or financial returns (Elshaer et al., 2023; Nimri et al., 2026).

Viewed through the Triple Bottom Line framework, the data tell a coherent story. The people dimension—social responsibility, partnerships, and community engagement—emerged as the strongest perceived driver of profitability. The planet dimension—energy conservation, waste reduction—is where implementation is currently highest. And the profit dimension shows up in cost savings and brand equity, even if respondents perceive these effects as somewhat slower to materialize. What matters is that Metro Manila event firms appear to be engaging with all three dimensions, at least at the level of awareness and initial practice. Sustainability, in this reading, is not simply a checkbox—it is becoming part of how these businesses think strategically.

The local contribution of these findings is worth acknowledging. Research on green event management has tended to concentrate on Western Europe, North America, and Australia—contexts with more established environmental regulations and longer sustainability track records (Mair & Smith, 2021; Baydeniz & Özdoğan, 2024). This study adds evidence that service enterprises in Southeast Asian emerging markets are navigating similar strategic terrain, even without the same regulatory scaffolding. That said, the specific demographic profile of this sample—predominantly young, highly educated, and likely more environmentally attuned than the average operator—means the findings may not reflect the broader Philippine event management sector. More traditional or less formally educated segments of the industry might respond quite differently.

The study's exploratory design comes with real limitations. A non-probability sample of 30 respondents cannot support claims about the sector as a whole, and because the data are self-reported, there is some risk that respondents overstated the extent of their green activities—a common issue in sustainability research. The cross-sectional design captures only a single point in time, making it impossible to track how green practice adoption evolves or whether the profitability effects respondents anticipate actually materialize. Future research should address these gaps through probability sampling, expanded geographic coverage, longitudinal designs, and—critically—audited financial data to test whether perceived profitability gains correspond to actual business outcomes.

Conclusion

This study examined how event management companies in Metro Manila implement green practices and how these practices relate to perceived corporate profitability. What the data reveal across both dimensions is more coherent than the baseline assumption that sustainability and business performance are in tension. Rather than confirming the old view of green practices as cost burdens or peripheral compliance exercises, the findings suggest these companies are increasingly treating environmental management as a genuine strategic tool—one they believe contributes to competitive positioning and long-term market staying power. For the Philippine service sector, where evidence on localized sustainability is scarce, this shift is worth documenting.

One of the clearer structural findings is who is actually running these companies. The sample skews young—two-thirds are between 21 and 30 years old—and nearly nine in ten hold graduate degrees. This is not just an interesting demographic footnote; it likely matters for interpreting the results. Younger managers with advanced education tend to combine higher environmental awareness with the organizational and strategic skills needed to translate green intentions into concrete practice. The demographic profile of the respondents may itself be part of why sustainability is gaining traction in this sector.

When it comes to what these companies actually do, a clear hierarchy emerges. Energy conservation and waste reduction are the practices most consistently in place—and the practical reason is that they require relatively little capital, expertise, or structural change, while delivering quick, tangible cost reductions. Travel reduction and environmental hazard management, by contrast, are harder to execute. Live event production is inherently tied to physical presence, and managing chemical or noise-related hazards requires formal protocols that many MSMEs have not yet developed, partly because regulatory guidance tailored to their scale is limited.

The profitability findings add an important dimension to this picture. The practices respondents rated most highly were not the ones that directly cut costs—they were the ones that build relationships and reputations. Attracting eco-conscious artists as partners and being visibly engaged in social responsibility ranked above cost savings and marketing advantages, which speaks to how these companies understand their competitive environment. In a crowded, price-sensitive urban market, a genuine commitment to sustainability helps a firm stand apart from competitors who can only compete on rates. And this is not purely symbolic: firms with credible green identities are better positioned to win contracts from multinationals, international NGOs, and government agencies that hold vendors to sustainability standards. The documented value of direct cost savings from resource efficiency also confirms that the economic case for green practices is recognized at a practical, day-to-day level.

Synthesized through the Triple Bottom Line framework, the findings point in a consistent direction. Metro Manila event firms are engaging—at least in terms of perceived practice and intent—with all three TBL dimensions: environmental responsibility (planet), stakeholder relationships (people), and financial performance (profit). These are not being treated as separate concerns that trade off against each other; respondents see them as mutually reinforcing. For the local service sector, this signals a quiet but meaningful shift: sustainability is being internalized not as an add-on to corporate communication strategy but as an operational and governance baseline.

These conclusions come with honest caveats. The study's sample—thirty purposively selected respondents—does not permit generalization to the Philippine event sector. The self-reported nature of the data means respondents may have described their sustainability practices in a more favorable light than actual operations would support. The cross-sectional design captures perceptions at a single point in time and cannot track whether these practices are sustained or whether anticipated profitability gains are ultimately realized.

Future research should address these limitations on both methodological and geographic fronts. Probability sampling applied to larger, more representative samples would substantially strengthen generalizability. Expanding beyond Metro Manila to cover other Philippine cities and comparable ASEAN urban centers would help isolate the role of local regulatory and infrastructural conditions. Most importantly, longitudinal designs that pair perceptual data with objective, audited financial metrics—rather than relying solely on self-report—would best establish how, and under what conditions, green practice adoption actually leads to improved business performance in developing-market contexts.

Several practical paths forward emerge from these findings, directed at practitioners, industry bodies, and researchers alike. To start with, what is already working: energy conservation and waste reduction are the green practices most consistently adopted, and they carry a clear cost-mitigation logic. The recommendation is not to do more of the same informallyso, but to do it more deliberately—replacing ad hoc conservation habits with tracked, documented systems. Energy consumption during event set-up and breakdown should be formally monitored; production workflows should default to digital-first processes, using electronic contracts, cloud-based coordination platforms, and QR-code event programs to eliminate unnecessary paper. Post-event waste audits would allow firms to convert what they are already doing into concrete, shareable data—the kind that clients and procurement officers can actually evaluate.

Reducing business travel and managing environmental hazards are harder to achieve, but both become more tractable with the right supplier relationships in place. Event firms that build localized networks of equipment vendors, audio-visual suppliers, and catering companies near their regularly used venues can cut transit distances and associated carbon costs—while also simplifying day-of logistics. On the hazard side, collaborating with venue operators to co-develop site-specific safety protocols—covering chemical handling, noise levels, and wastewater containment—would give smaller firms access to standardized procedures they could not reasonably develop independently.

The data's most commercially actionable finding is that attracting eco-conscious partners and demonstrating corporate social responsibility are the factors respondents most associate with business performance. This means sustainability should not sit in the communications department alone—it belongs in the business development function. When bidding on contracts from multinational or institutional clients that operate under environmental mandates, firms with documented sustainability records hold a structural advantage. Making that advantage visible requires building verified sustainability profiles into procurement bids and proposals. On the talent side, production teams should establish formal sustainability clauses in artist riders—specifying commitments such as eliminating single-use plastics backstage, sourcing sustainable catering, and coordinating efficient transport—thereby creating shared accountability that reinforces the firm's green brand.

The lower scores for internal organizational commitment and audience appeal point to two distinct types of work. Internally, companies need to close the gap between leadership buy-in and staff engagement. Sustainability training, internal incentive structures that reward eco-conscious behavior, and explicit KPIs tied to environmental performance are practical ways to build the shared culture that makes green practices durable rather than episodic. On the external side, audience demand may simply need time to mature—but industry bodies and local government can help accelerate that process. The Tourism Promotions Board and Metro Manila's local government units are well-positioned to develop accessible green compliance toolkits, subsidized certification workshops, and targeted incentives for MSMEs that reduce the financial and administrative burden of transitioning to sustainable operations.

For researchers, the most pressing need is methodological. This study's exploratory, cross-sectional design provided a useful first look, but building a statistically representative picture of the Philippine event management industry will require probability sampling of substantially larger respondent pools. Future studies should look beyond Metro Manila—Cebu, Davao, and comparable ASEAN capital cities would offer useful points of comparison for understanding how regulatory environments and infrastructure conditions shape green adoption rates. Most importantly, research designs should incorporate objective financial data: audited statements, utility records, material cost figures, and verified ROI metrics would allow researchers to move beyond the perceptual measures used here and to develop a genuinely rigorous account of how green practices translate into economic outcomes over time in developing-market settings.

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Supplementary Materials: Lists Table S1 (Demographic Profile), Table S2 (Green Practices weighted means), Table S3 (Profitability Factors weighted means), and Appendix S1 (the survey questionnaire).

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Appendix: Survey Questionnaire

Research Survey Questionnaire

SURVEY QUESTIONNAIRE

Green Event Management and its Profitability Among Selected Companies in Metro Manila

DATA PRIVACY NOTICE (Republic Act No. 10173 — Data Privacy Act of 2012) The personal information collected in this survey is intended solely for academic research purposes. All data will be treated with strict confidentiality in accordance with the Data Privacy Act of 2012. Your identity will not be disclosed in any publication or presentation arising from this study. Participation is entirely voluntary, and you may withdraw at any time without consequence. By completing this questionnaire, you give your informed consent for the collected data to be used for the stated research purpose.

Dear Respondent, Please answer all items honestly. Your responses will be kept strictly confidential and used solely for academic research purposes. There are no right or wrong answers.

RESPONDENT INFORMATION

Name: ______________________________

Company Name: ______________________________ **Date :** ____________

PART I – DEMOGRAPHIC PROFILE

SOP No. 1: What is the demographic profile of the respondents?

Directions: Please check (□) the appropriate box for each item.

Item	Response
Age	□ 21–30 years □ 31–40 years
Gender	□ Male □ Female
Highest Educational Attainment	□ Undergraduate □ Graduate □ Postgraduate
Length of Service / Operation	□ 1–5 years □ 6–10 years □ More than 10 years

PART II – GREEN PRACTICES

SOP No. 2: What specific green practices are implemented by the selected event management companies in Metro Manila?

Directions: Please rate each statement according to the specific green practices your company implements.
Scale: 4 – Strongly Agree | 3 – Agree | 2 – Disagree | 1 – Strongly Disagree

Indicators	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. The company reduces business travel to support sustainability and improve financial performance.	□	□	□	□
2. The company minimizes environmental hazards in its operations.	□	□	□	□
3. The company implements energy conservation initiatives.	□	□	□	□
4. The company promotes waste reduction practices.	□	□	□	□

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PART III – MANAGEMENT AND STRATEGY FACTORS

SOP No. 3: *What management and strategy factors are perceived to affect profitability when green practices are adopted?*

Directions: Please rate each statement based on your perception of how management and strategy factors influence your company's profitability when green practices are adopted.

Scale: 4 – Strongly Agree | 3 – Agree | 2 – Disagree | 1 – Strongly Disagree

Indicators	4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
1. The company's ability to attract and partner with artists influences its profitability.	☐	☐	☐	☐
2. The company's social responsibility and civic engagement affect its profitability.	☐	☐	☐	☐
3. The company's ability to appeal to its target audience impacts its profitability.	☐	☐	☐	☐
4. The company's green practices provide marketing and public relations advantages over competitors.	☐	☐	☐	☐
5. The commitment of management and employees to environmental responsibility contributes to profitability.	☐	☐	☐	☐
6. The implementation of green practices results in financial savings for the company.	☐	☐	☐	☐

— Thank you for your time and participation. —