

## Key success factors in the organization of road races

### *Factores clave de éxito en la organización de carreras de ruta*

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#### **ABSTRACT**

Road races require efficient management to ensure successful outcomes; however, the lack of structured indicators and the variability in operational practices hinder their systematic evaluation. The aim of this study was to identify the key factors influencing the organization of road running events. A mixed-method approach with an exploratory design was employed through structured surveys administered to 98 event organizers. The instrument underwent validation procedures using Fleiss' Kappa coefficient, Cronbach's alpha, and an acceptance index. The results indicate that organization, planning, communication, teamwork, and logistics are the factors with the greatest impact on the management of these events, particularly across the dimensions of general key factors, operational key factors, and critical organizational activities. It is concluded that these factors represent essential elements for the planning and management of road races, providing empirical evidence to support decision-making processes in the organization of this type of sporting events.

**KEY WORDS:** sport events, sport management, key success factors, event organization, road running events.

#### **RESUMEN**

Las carreras de ruta requieren una gestión eficiente para alcanzar resultados exitosos; sin embargo, la ausencia de indicadores clave y la variabilidad en la operatividad dificultan su evaluación sistemática. El objetivo de este estudio fue identificar los factores clave que inciden en la organización de eventos deportivos de ruta. Se aplicó una metodología mixta con enfoque exploratorio mediante encuestas estructuradas a 98 organizadores, cuyo instrumento fue sometido a procesos de validación mediante el coeficiente Kappa de Fleiss, el alfa de Cronbach y el índice de aceptación. Los resultados

muestran que la organización, la planeación, la comunicación, el trabajo en equipo y la logística son los factores con mayor impacto en la gestión de estos eventos, particularmente en las variables factores clave general, factores clave operativos y actividades vitales en la organización. Se concluye que estos factores constituyen elementos determinantes para la planificación y gestión de las carreras de ruta, aportando evidencia para orientar la toma de decisiones en la organización de este tipo de eventos deportivos.

**PALABRAS CLAVE:** eventos deportivos, gestión deportiva, factores clave de éxito, organización de eventos, carreras de ruta.

## INTRODUCTION

Sports events have become increasingly prevalent in society in recent years. In this regard, there is a growing demand for activities that promote competition, the regular practice of physical activity and sport, and well-being across multiple dimensions of participants' health (1). Within this context, evaluating the factors that influence event success is essential. The perceived quality reported by participants constitutes a key component in assessing organizational impact. An example of this can be observed in the Spanish Canyoning Championship, where high levels of satisfaction and a positive impact on the host territory were reported (2).

Sports management has traditionally been oriented toward the administrative process as the foundation of organizational functioning. In this sense, the implementation of management indicator systems enables the organization and structuring of key aspects of an organization, facilitating decision-making and the achievement of strategic objectives (3). In line with this, several studies suggest that key success factors (KSFs) enable the identification of critical practices for achieving objectives in complex sports environments (4). Within the context of university sport, variables such as organization, planning, communication, and athlete support have been identified as strategic management pillars, which can be extrapolated to the organization of community-based events such as road running events.

Traditionally, the administrative process has been structured around functions such as planning, organizing, coordinating, and controlling. However, contemporary sports management goes beyond this classical approach, incorporating greater flexibility and a diversity of strategies aimed at achieving organizational success. In this regard, a study conducted across 14 Latin American countries identified ten key success factors influencing sports and physical activity management, including strategic planning, operational organization, financial investment, and manager professionalization (5). Furthermore, the administrative process has been addressed through comprehensive management models of physical activity and sport, in which it is integrated as a tactical-operational component for the proper functioning of organizations that provide sports services, including sports event organization (6).

The organization of sports events should be approached as a strategic project that integrates defined phases of planning, programming, execution, and evaluation. This process requires the coordination of operational, administrative, and communication functional areas to ensure the event's feasibility, impact, and organizational efficiency (7). In this regard, large-scale sports events require structured planning and the fulfillment of specific organizational phases—preliminary, bidding, awarding, execution, and delivery—in order to optimize resources, avoid improvisation, and ensure positive short- and long-term impacts (8). However, the organization of road running events is often structured through diverse functional frameworks adapted to the specific needs of each event and its context.

This flexibility generates a heterogeneous management dynamic, particularly in micro, small, and medium-sized events, where standardized key indicators to regulate operational functioning are often lacking. This situation leads to instability across operational, tactical, and strategic dimensions and hinders the systematic monitoring of goal achievement, as evaluations are often limited to dichotomous and imprecise approaches. Within this context, the following research question arises: which key success factors should regulate the operational functioning of the organizational structure in road running events? Some studies suggest that variables such as participation motivations and satisfaction levels may serve as valid indicators for assessing organizational effectiveness in inclusive and participatory sports events (9).

Despite the increasing professionalization of the sector, there is still no systematic and consensus-based identification of the key success factors that influence the success or failure of organizations dedicated to sports event management. This lack of clarity can largely be attributed to contextual variability. Several studies indicate that deficiencies are often associated with the limited consolidation of administrative processes, insufficient experience in managing material, human, and financial resources, as well as the absence of management models supported by strategic indicators (10).

Furthermore, the relevance of implementing comprehensive communication plans in sports management has been emphasized. The structured planning of internal, external, and feedback communication processes enables the optimization of organizational operations, strengthens institutional image, and consolidates relationships with stakeholder groups (11). From this perspective, communication should be conceived as a cross-cutting strategic axis to achieve management objectives and foster event success.

In the context of medium-scale sports events, some studies have examined the impact of social media on participants' perceptions and behavior. Findings indicate that perceived value on these platforms significantly influences digital interaction and the generation of online recommendations, known as electronic word of mouth (eWOM) (12). These results highlight the importance of developing effective social media communication strategies to strengthen the event's image and promote its dissemination among potential audiences. Similarly, the application of structured methodological strategies can contribute

to optimizing sports event management, particularly in road running events. The integration of components such as strategic planning, post-event evaluation, and **financial closure** has been shown to improve organizational and management processes in applied intervention experiences within local contexts (13).

Within this context, the aim of the present study was to identify the key success factors (KSFs) influencing the organization of road running events through an exploratory mixed-methods approach, with the purpose of providing elements to guide their design and development.

## MATERIALS AND METHODS

The study was structured under a mixed-methods approach that integrated quantitative procedures for the statistical validation of the instrument and qualitative descriptive techniques. This combination allowed for a comprehensive understanding of the phenomenon, considering both objective indicators and participants' perceptions and evaluations (14).

The research was conducted with an exploratory scope, as it addressed a phenomenon with limited available information and aimed to describe its main characteristics through the collection and analysis of non-standardized data (5). Furthermore, the study followed a cross-sectional design, as data collection was carried out at a single point in time.

The study population consisted of sports managers involved in the organization of road running events. Participants were classified between level 3 (basic structural management) and level 6 (high-level competitive management), according to the global intervention model in physical activity and sport management (6). This classification made it possible to differentiate levels of complexity and responsibility in management practice. Most participants were concentrated in the intermediate levels (3, 4, and 5), while representation at level 6 was limited. This situation can be explained by the lower presence of profiles associated with high-level strategic management in the organization of this type of sports events.

The sample was selected using a non-probabilistic purposive sampling method. The sample consisted of 98 participants, of whom 21 were female and 77 were male. Additionally, demographic variables such as years of experience and level of education were considered (see Table 1). All respondents met the criteria established by the researcher, and their accessibility facilitated their inclusion in the study. This type of sampling is characterized by the deliberate selection of individuals with characteristics relevant to the research objectives, without all members of the population having an equal probability of being selected (15).

**Table 1.** Distribution of the sample according to gender, years of experience, and level of education.

Gender	YEARS OF EXPERIENCE										LEVEL OF EDUCATION							
	Less than 1 year		2 to 5		6 to 10		11 to15		More than 15 years		High school diploma		Bachelor's degree		Master's degree		Doctoral degree	
	CO	%	CO	%	CO	%	CO	%	CO	%	CO	%	CO	%	CO	%	CO	%
<b>Female</b>	10	47.6	4	19.1	2	9.52	2	9.52	3	14.29	1	4.76	10	47.62	8	38.10	2	9.52
<b>Male</b>	27	35.5	17	22.4	12	15.8	3	3.95	18	22.37	15	19.74	37	47.37	22	28.95	3	3.95

## PROCEDURE

The instrument applied was based on a combination of methodological tools previously used in sports management studies (5). These tools include open-ended questionnaires, the incorporation of the SWOT matrix, and the application of the P + SEPCES = R framework (see Figure 1), proposed and developed in previous research within the field of physical activity and sport management (16). This framework allows for the diagnosis of social, economic, political, cultural, ecological, and service-related issues, linking them to the strategic challenges that emerge in sports management processes.

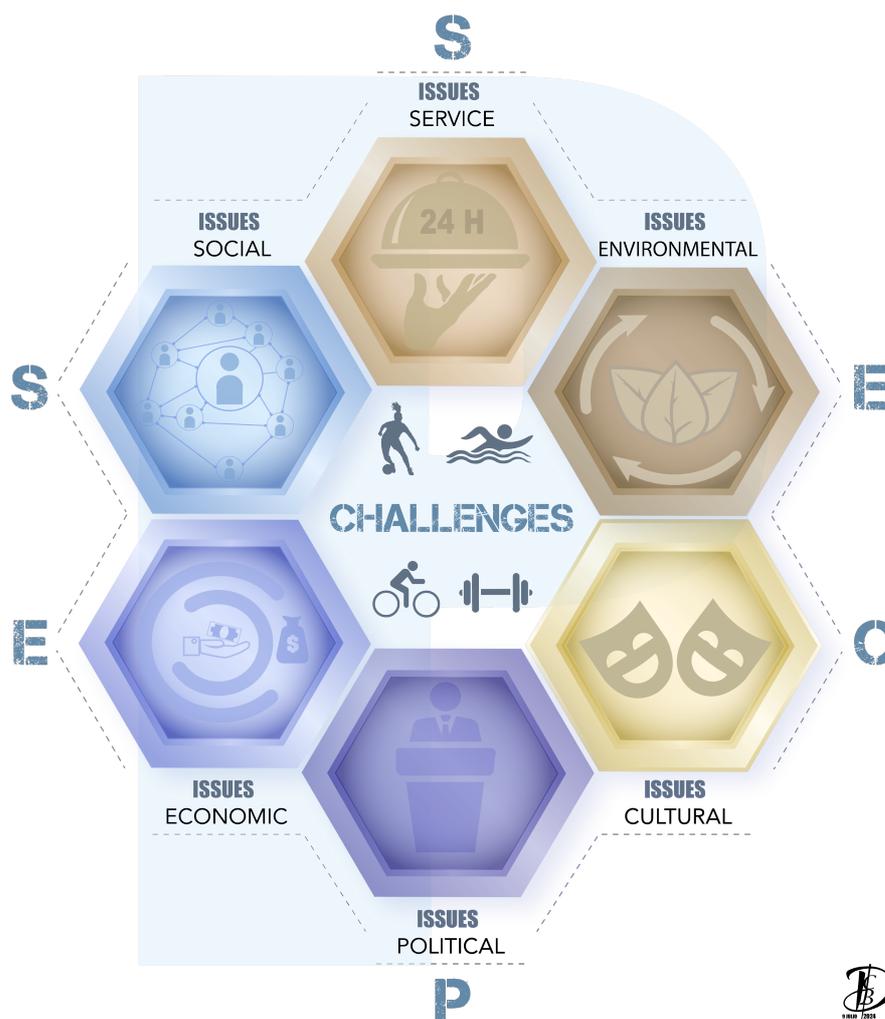
Based on this methodological integration, a structured questionnaire composed of open-ended questions was developed and organized into four dimensions. Subsequently, the instrument underwent an expert content validation process. For this purpose, the following criteria were considered: the relevance of each item to the variable assessed, clarity of wording, the ability to obtain the required information from the responses, and the contribution of each item to the evaluation of the corresponding dimension. The assessment was conducted using a four-point scale: 0 = none, 1 = low, 2 = sufficient, and 3 = high.

The instrument validation was carried out using Fleiss' Kappa coefficient (K), a statistical measure used to estimate inter-rater reliability when multiple evaluators are involved. This coefficient allows for the determination of the level of agreement among the experts who participated in the assessment of the items. This technique is appropriate for content validation studies, as it reflects the level of agreement between raters beyond chance (17). The analysis yielded an overall value of  $K = 0.840$ , which represents a very good level of agreement among raters according to the criteria established by Altman (18). This result supports the robustness of the validation process of the items that comprise the instrument.

Subsequently, Cronbach's alpha coefficient ( $\alpha$ ) was applied to estimate the internal consistency of the instrument. In addition, its confidence interval was calculated in order to obtain a more precise evaluation of the reliability of the

scales used (19). The overall value obtained was  $\alpha = 0.964$ , which represents an excellent level of reliability according to established criteria (20).

Finally, the Acceptance Index (AI) was calculated, which allows for the quantitative assessment of the adequacy of the items based on expert judgment. This index considers criteria such as clarity, relevance, and representativeness through a structured matrix that evaluates each dimension of the instrument (21). The result obtained was  $AI = 0.967$ , indicating a highly favorable level of acceptance.



**Figure 1.** Schematic representation of the  $P + SEPACES = R$  framework for the analysis of social, economic, political, cultural, ecological, and service-related issues and their relationship with sports management challenges. Source: Carranza-Bautista et al. (16).

For the qualitative analysis, a coding process was conducted on the responses obtained from open-ended questions. This procedure involved the identification of codes (C), quotations, code groundedness (Gr), and co-occurrences (CO). The data analysis identified a total of 1,941 quotations, which

generated 3,267 co-occurrences. From this process, an average groundedness value of Gr = 98 per study variable was obtained. Additionally, 419 distinct codes related to the object of study were identified. In aggregate terms, the total count reached 1,765 code occurrences distributed across the analyzed variables (see Table 2).

## STATISTICAL ANALYSIS

Quantitative data were processed using SPSS (Statistical Package for the Social Sciences), version 27, for the statistical analysis of the collected information. Qualitative analysis was conducted using ATLAS.ti, version 9, a specialized software that enables the organization, coding, and interpretation of qualitative data from various sources.

**Table 2.** Contribution of the evaluated variables to the overall study in relation to their groundedness, codes, and code co-occurrences

No.	Variables	Gr	C	%	CO	%
1	General key success factor	98	66	15.75%	250	7.65%
2	Operational key success factor	98	83	19.81%	247	7.56%
3	Critical activities	98	76	18.14%	234	7.16%
4	Strengths	98	81	19.33%	247	7.56%
5	Weaknesses	98	99	23.63%	227	6.95%
6	Opportunities	98	100	23.87%	234	7.16%
7	Threats	98	100	23.87%	223	6.83%
8	Social issues	98	88	21.00%	220	6.73%
9	Political issues	98	77	18.38%	196	6.00%
10	Cultural issues	98	82	19.57%	195	5.97%
11	Economic issues	98	64	15.27%	203	6.21%
12	Service-related issues	98	100	23.87%	190	5.82%
13	Environmental issues	98	38	9.07%	181	5.54%
14	General issues	98	45	10.74%	82	2.51%
15	Key challenges	98	62	14.80%	132	4.04%
16	Aspects for improvement	98	95	22.67%	206	6.31%
<b>TOTAL</b>			<b>1765</b>		<b>3267</b>	

**Note:** Gr = code groundedness; C = code; CO = code co-occurrences.

## RESULTS

According to the results obtained from the administered surveys, 15 main factors were identified. For their determination, code groundedness (Gr) was considered first, followed by GrRV (relative groundedness of the code within the variable), an indicator that allows for the identification of the degree to which a code belongs to a specific variable (see Tables 3A and 3B). This indicator is calculated using a simple rule of three and reflects how representative a code is

in relation to its total frequency within the qualitative analysis based on structured coding (21).

Within this context, the overall analysis results indicate that the factor “Organization” stands out as one of the fundamental pillars in the structure of road running events. This factor shows high values in the general key success factor (GKSF = 17.29%), the operational key success factor (OKSF = 18.8%), as well as in critical activities (CA = 17.29%) and strengths (S = 17.29%), highlighting its transversal relevance within the management process of these events.

Regarding the factor “Planning,” it presents the highest incidence in the general key success factor (GKSF = 22.88%) and a strong presence in critical activities (CA = 14.41%) and the operational key success factor (OKSF = 14.41%), reinforcing its strategic importance in the management of road running events. In turn, the factor “Event promotion” shows a significant impact on the variable aspects for improvement (IMP = 17.54%), suggesting a key opportunity to strengthen external communication as an area for development.

With respect to risk-related factors, “Weather conditions” records the highest value in environmental issues (ENV = 48.24%) and threats (T = 38.82%), confirming that climatic conditions are perceived as a significant risk factor, particularly in outdoor events due to their unpredictable nature. Additionally, the factor “Route” leads the variable critical activities (CA = 21.79%), reflecting its central role in both participant experience and the operational logistics of the event.

The factor “Communication” presents the highest value in the operational key success factor (OKSF = 22.86%), underscoring its essential role in internal coordination, contingency management, and interaction with the various stakeholders involved. Similarly, the factor “Safety” stands out in critical activities (CA = 16.18%), reinforcing the need to ensure adequate protection and control conditions for the safe development of events.

The factor “Logistics” shows a significant incidence in both the general key success factor and the operational key success factor (GKSF and OKSF = 17.74%), confirming its central role in the planning and execution of road running events. Meanwhile, the factor “Pollution” records the highest value within environmental issues (ENV = 91.54%), highlighting that waste generation, environmental impact, and sustainability represent critical challenges associated with the organization of this type of event.

Additionally, “Teamwork” emerges as the factor with the greatest impact in strengths (S = 29.31%), indicating that collaboration among human resources constitutes one of the most solid foundations for operational event management. In the same vein, the factor “Budgeting” leads economic issues (EI = 29.09%), reflecting that limited financial resources represent one of the main challenges for the planning and execution of road running events.

Furthermore, the factor “Lack of sports culture” shows a strong association with political issues (PI = 29.41%) and presents the highest value in cultural issues (CI = 43.14%). This result suggests the existence of structural and contextual barriers that affect participation, social value, and the sustainability of events.

Regarding “Supply,” understood as the provision of materials or equipment, this factor stands out in the operational key success factor (OKSF = 20.00%), indicating that the timely availability of inputs and resources directly influences the organizational quality of the event. In turn, the factor “Customer satisfaction” presents the highest value in service-related issues (SRI = 30.43%), positioning the evaluation of participants’ experience as one of the most critical aspects in relation to operational deficiencies. Finally, the factor “Sponsorship” records the highest value in economic issues (EI = 30.43%), reflecting a strategic opportunity to strengthen financial sustainability and the institutional projection of the event in the medium and long term.

**Tabla 3A.** Key success factors in the organization of road running events and their impact on strategic variables according to the GrRV index (%).

Gr	FACTORES	GrRV%						
		GKSF	OKSF	CA	S	W	O	T
133	Organization	<b>17.29</b>	<b>18.8</b>	<b>17.29</b>	<b>17.29</b>	0.75	6.77	0.75
118	Planning	<b>22.88</b>	14.41	14.41	11.86	1.69	6.78	1.69
114	Event promotion	13.16	0.88	12.28	4.39	7.02	14.04	4.39
85	Weather conditions	0	0	0	0	8.24	0	<b>38.82</b>
78	Route	6.41	3.85	<b>21.79</b>	12.82	8.97	3.85	7.69
70	Communication	<b>18.57</b>	<b>22.86</b>	5.71	<b>18.57</b>	2.86	14.29	1.43
68	Safety	11.76	5.88	<b>16.18</b>	<b>14.71</b>	2.94	2.94	4.41
62	Logistics	<b>17.74</b>	<b>17.74</b>	9.68	8.07	1.61	3.23	6.45
59	Pollution	0	0	0	0	0	0	0
58	Teamwork	<b>24.14</b>	17.24	10.34	<b>29.31</b>	0	13.79	1.73
55	Budgeting	10.91	3.65	7.27	0	10.91	9.09	0
51	Lack of sports culture	0	0	0	0	3.92	0	3.92
50	Supply	4	<b>20</b>	14	12	12	10	6
49	Customer satisfaction	10.2	6.12	2.04	12.24	6.12	6.12	4.08
46	Sponsorship	6.52	2.17	0	6.52	6.52	<b>15.22</b>	6.52

**Note:** Gr = code groundedness; GrRV = relative groundedness of the code within the variable; GKSF = general key success factor; OKSF = operational key success factor; CA = critical activities; S = strengths; W = weaknesses; O = opportunities; T = threats. The GrRV (%) index expresses the relative weight of each code within each analyzed variable.

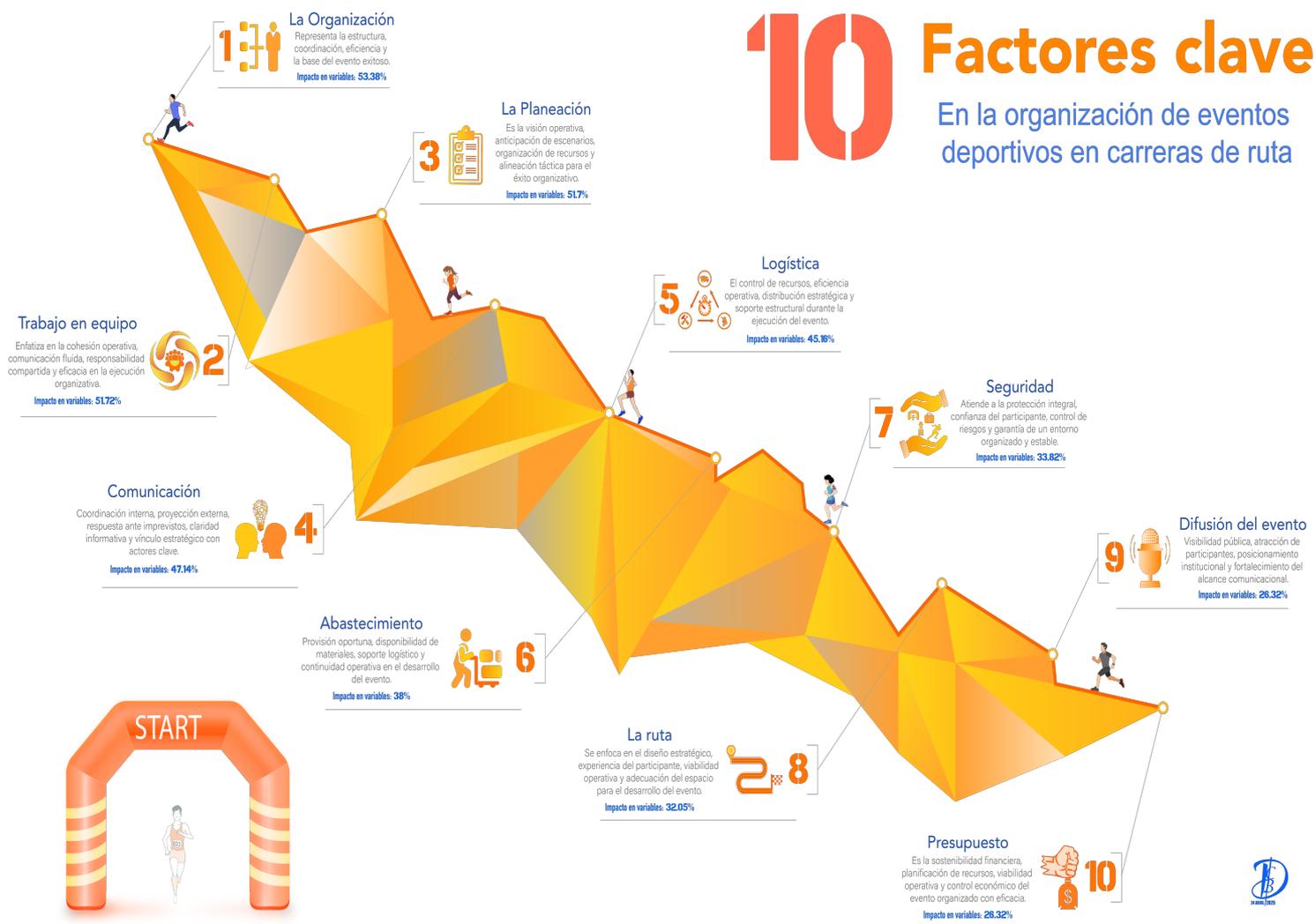
**Tabla 3B.** Key success factors in the organization of road running events and their impact on strategic variables according to the GrRV index (%).

Gr	FACTORES	GrRV%								
		SI	PI	CI	EI	SRI	ENV	GI	CH	IMP
133	Organization	0.75	0	3.02	0	2.26	0	1.5	9.02	4.51
118	Planning	2.54	0.85	0.85	0.85	3.4	0	5.93	5.93	5.93
114	Event promotion	3.51	1.75	7.02	3.51	2.61	0	0.88	7.02	<b>17.54</b>
85	Weather conditions	2.35	0	0	0	0	<b>48.24</b>	2.35	0	0
78	Route	3.85	3.85	1.28	1.28	6.41	5.13	2.56	2.57	7.69
70	Communication	2.84	0	0	0	4.29	0	1.43	4.29	2.86
68	Safety	1.47	7.35	0	0	5.88	1.49	5.88	11.76	7.35
62	Logistics	0	0	0	0	9.68	0	6.45	11.29	8.06
59	Pollution	1.69	0	3.39	0	1.69	<b>91.54</b>	0	0	1.69
58	Teamwork	0	0	0	0	0	0	0	0	3.45
55	Budgeting	1.82	5.45	1.82	<b>29.09</b>	7.27	0	1.82	5.45	5.45
51	Lack of sports culture	<b>29.41</b>	3.92	<b>43.14</b>	0	0	1.96	7.85	1.96	3.92
50	Supply	0	0	0	10	4	2	0	0	6
49	Customer satisfaction	4.08	0	2.04	0	<b>24.49</b>	0	2.04	12.24	8.19
46	Sponsorship	0	4.35	0	<b>30.43</b>	0	0	4.35	8.7	8.7

**Note:** Gr = code groundedness; GrRV = relative groundedness of the code within the variable; SI = social issues; PI = political issues; CI = cultural issues; EI = economic issues; SRI = main service-related issue; ENV = environmental issues; GI = main general issue; CH = challenges faced by the organization; IMP = aspects for improvement in the organization of road running events.

The results derived from the GrRV index indicate that the factors planning, teamwork, communication, and logistics exhibit the highest values in the dimensions of strengths, operational performance, and critical activities, highlighting their central role in the organizational sustainability of road running events. In contrast, the factors budgeting, lack of sports culture, weather conditions, and pollution register the highest percentages in economic issues, cultural issues, threats, and environmental issues, respectively, reflecting their role as structural and contextual constraints in the organization of these events. Additionally, the factor customer satisfaction reaches the highest value in service-related issues, while sponsorship, with a high GrRV in economic issues, is identified as one of the main challenges for the financial sustainability of road running events.

Based on the most representative values of the GrRV index identified in the previous tables, the main factors influencing the organization of road running events are synthesized. These elements configure a hierarchical structure of ten key success factors that influence the planning, operation, and sustainability of the event (Figure 2).



**Figure 2.** Model of key success factors in the organization of road running events based on the GrRV index (%) analysis.

**Note.** The figure presents a visual synthesis of the ten key success factors identified in the organization of road running events based on the analysis of the GrRV index obtained through qualitative coding and co-occurrence analysis. The factors are organized according to their relative incidence in the strategic and operational variables of the event.

## DISCUSSION

The results obtained in the present study show clear points of convergence with the findings reported by (4) in the analysis of key success factors in university sport, where elements such as athlete support and assistance, management of sports equipment and materials, communication, and the existence of a functional organizational structure were identified. In this regard, the present analysis confirms that these components are also perceived as fundamental in broader organizational contexts, such as road running events. As in the university

setting, comprehensive participant support emerges as a transversal dimension that influences both satisfaction and event operations. Likewise, the availability of adequate facilities, timely material resources, and a clear organizational structure are identified as priority factors in both studies, reinforcing the idea that quality in sports management is closely linked to the control and strengthening of these structural elements.

The instrument applied in this study, based on coded dimensions and validated by experts, finds methodological support in the work of (5), where an exploratory qualitative approach was employed, based on open-ended items and analysis using specialized software (ATLAS.ti) to identify key factors in sports management. This methodological convergence reinforces the relevance of using structured qualitative tools that allow for the identification of emerging patterns derived from the experience of actors involved in sports management. In both studies, the instrument design incorporates strategic, organizational, and operational dimensions, enabling a comprehensive understanding of the phenomenon analyzed. Furthermore, the application of the questionnaire to managers, academics, and researchers supports the triangulation of expert knowledge and contributes to strengthening the reliability of the categories obtained. Similarly, structured coding and the use of indicators such as code groundedness (Gr) and co-occurrences (CO) enable a relative quantification of qualitative categories, facilitating the comparison of the incidence of identified factors within participants' discourse.

One of the main strengths of the present study lies in the methodological robustness achieved during the instrument validation process. This procedure is supported by the approach used by (21), who combined qualitative and quantitative criteria to ensure the structural and operational precision of their measurement tools. In both studies, validation was carried out through expert judgment under criteria of independence, professional expertise, and specialized knowledge. This process ensured a rigorous and contextually grounded evaluation of the instrument.

In the case of the present manuscript, the Acceptance Index reached values above 0.900 across all dimensions, which, according to the interpretation scale proposed by Carranza-Bautista et al., reflects a highly favorable evaluation. This result indicates that the items were considered clear, relevant, and representative of the construct assessed, providing a solid foundation for the conceptual validity of the instrument. Furthermore, inter-rater agreement analysis using Fleiss' Kappa coefficient showed values close to or above 0.85, comparable to those reported in the reference study ( $k = 0.899$  for holistic components). These results indicate a very high level of agreement and demonstrate strong consistency in expert evaluations.

The results of the present study show consistency with the findings reported through the application of the P + SEPCEs = R framework (16), in which the main challenges facing the management of physical activity and sport in Latin America were identified from a structural and contextual perspective. In both studies, the transversal influence of social, political, economic, and cultural

factors is recognized, as well as the need to articulate methodological strategies capable of transforming these weaknesses into opportunities through more professional, participatory, and long-term oriented management.

The P + SEPCES = R framework, as well as the methodology applied in this study, is grounded in systematic qualitative analysis, the use of structured coding through indicators such as code groundedness (Gr) and co-occurrences (CO), and the participation of managers, academics, and researchers from diverse contexts. This approach enables the construction of a collective understanding of the current challenges in sports management. In this regard, the validation of the instrument used in the present study, with high values in the Acceptance Index (AI = 91.5%), Fleiss' Kappa coefficient (K = 0.840), and Cronbach's alpha (> 0.94), supports the relevance of developing robust methodological tools that facilitate the systematic collection and interpretation of professional experience in the field of sports event management.

Furthermore, both studies coincide in identifying the lack of a culture oriented toward physical activity and sport participation as a priority issue, representing a strategic challenge for sports managers. In this context, the planning of events such as road running races should not only respond to operational needs but also fulfill a transformative function capable of influencing health behaviors, community participation, and social sustainability.

## CONCLUSIONS

The present study enabled the identification of the key success factors influencing the organization of road running events, particularly in long-distance and endurance competitions. The results indicate that planning, communication, teamwork, and organization constitute core elements for the strategic and operational functioning of these events.

Furthermore, factors such as logistics, safety, supply, and route design play a structural role in operational feasibility and participant experience. These components directly influence resource coordination, contingency management, and the efficient execution of the event.

On the other hand, variables such as event promotion and budgeting reflect significant challenges for the sustainability and development of road running events, particularly in contexts with limited resources or low institutional visibility. In this regard, the findings provide valuable evidence to guide decision-making among event organizers and sports managers, contributing to the strengthening of planning and management processes in this type of event.

## LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Regarding the sample size, the study focused on coordinators and directors, which limited its scope due to their roles as key positions in the operational management of sports events. Additionally, the sample was predominantly composed of local and national organizations. Therefore, future research should consider incorporating international organizations involved in sports event management in order to broaden the scope and generalizability of the findings.

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