

**FACTORS INFLUENCING PERFORMANCE OF EVENTS
MANAGEMENT FIRMS IN NAIROBI, KENYA.**

JOYCE NYAGUTHII KIMANI

**A Research Project Report Submitted in Partial Fulfillment of the Requirements for
the Award of the Degree of Master of Arts in Project Planning and Management,
University Of Nairobi.**

YEAR-2014

DECLARATION

This Research project report is my original work and has not been submitted to any other university for the award of any degree.

Signed: _____

Date: _____

Joyce N. Kimani

L50/78525/2009

This Research project report has been presented for examination with my approval as the University supervisor.

Signed: _____

Date: _____

Prof. Christopher Mwangi Gakuu

Department of Extra Mural Studies,

University of Nairobi

DEDICATION

This work is dedicated to my husband, Peter Kitheka, whose dedication and support made this research possible. My children; Alvin Kimani and Sasha Wangui, you have made me stronger, better and more fulfilled than I could have ever imagined.

ACKNOWLEDGEMENT

I would like to start by thanking God for the wisdom and perseverance that he has been bestowed upon me during this research project, and indeed, throughout my life: "I can do everything through him who give me strength." (Philippians 4: 13)

I would also like to thank Prof. C.M Gakuu for his guidance, understanding, and patience during my studies at the University of Nairobi. His mentorship was paramount in providing a well-rounded experience during my project study. His insight and guidance was also very helpful during my project report writing and I would not have managed without his supervision and imperturbability.

I am deeply grateful to the Lecturers at the School of Continuing and Distance Education, Extra Mural studies and the University of Nairobi at large. Special thanks to my committee members, Dr. Charles Rambo, Mr. Peter Makokha and Mrs. Florence Musalia for serving as my committee members. I also want to thank you for letting my defense be an enjoyable moment, and for your brilliant comments and suggestions.

I am also indebted to my colleagues for the stimulating discussions, for the sleepless nights we were working together before deadlines, and for all the fun we had in the years together. A special thanks to my family. Words cannot express how grateful I am to my mother, and father for all of the sacrifices that you've made on my behalf. Your prayer for me was what sustained me thus far. I would also like to thank all of my friends who supported me in writing, and incited me to strive towards my goal. At the end I would like express appreciation to my husband, Peter Kitheka, who spent sleepless nights with and was always my support in the moments when there was no one to answer my queries.

TABLE OF CONTENT

	Page
DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS.....	v
LIST OF FIGURES	vi
LIST OF TABLES.....	vii
ABSTRACT.....	viii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	3
1.3 Purpose of the Study	4
1.4 Objectives of the study	4
1.5 Research Questions.....	4
1.6 Significance of the Study	5
1.7 Delimitation of the Study.....	5
1.8 Limitations of the Study	6
1.9 Assumptions of the Study	6
1.10 Definitions of Significant Terms used in the study	6

CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 Influence of Supply chain networks in the performance of event management.....	9
2.3 Influence of Management skills in the performance of event management	19
2.4 Access to credit facility influence in the performance of event management.....	13
2.5 Theoretical Framework.....	15
2.6 Conceptual Framework.....	19
2.7 Summary of Knowledge	23
2.8 Summary of Literature.....	24
CHAPTER THREE: RESEARCH METHODOLOGY.....	25
3.1 Introduction.....	25
3.2 Research Design	25
3.3 Target Population.....	26
3.4 Sampling Procedure.....	26
3.5 Methods of Data collection.....	27
3.5.1 Pilot testing.....	27
3.5.2 Validity of Instruments.....	28
3.5.3 Reliability of Instruments.....	28
3.6 Data Collection Procedure.....	28
3.7 Data Analysis and Techniques.....	29
3.8 Ethical Considerations	29
3.9 Operation Definitions of Variables.....	30

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction.....	31
4.2 Demographic Characteristics of the Respondents	31
4.2.1 Response rate	31
4.2.2 Gender.....	32
4.2.3 Education background of the Respondents.....	32
4.2.4 Years of work in the events and management business.....	33
4.2.5 No of supply chain networks in place.....	34
4.3 Ways of mitigating supply chain events	35
4.4 Analysis capabilities of the supply chain management system in place.....	37
4.5 Parts of the organization that require improvement.....	39
4.6 Firm capabilities of the supply chain management skills	41
4.7 Access to Credit Facility Influence on the Performance of Event Management.....	41
4.7.1 Access to financial credit facilities for the organization.....	43
4.7.2 Access to capital in terms of human capital and other assets for the organization.....	45
4.7.3 Effects of access to credit on organization performance	47

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION AND

RECOMMENDATIONS.....49

5.1 Introduction.....	49
5.2 Summary of Findings.....	49
5.3 Discussion.....	51
5.3.1 Supply chain networks on event management performance	51

5.3.2 Management Skills Influence in Supply Chain Performance of Event Management ...	53
5.3.3 Access to Credit Facility Influence on the Performance of Event Management.....	53
5.4 Conclusion	54
5.5 Recommendations.....	55
5.6 Suggestions for further studies	56
REFERENCES	57
APPENDICES	62
APPENDIX I: COVER LETTER.....	62
APPENDIX II: QUESTIONNAIRE.....	63

LIST OF TABLES

Table 4.1: Response rate	31
Table 4.2: Gender distribution of respondents.....	32
Table 4.3: Education background of the Respondents	33
Table 4.4: Years of work in the events and management business	33
Table 4.5: No of supply chain networks in place	34
Table 4.6: Respondent's perception on ways of mitigating supply chain events	35
Table 4.7: Respondent's perception on the capabilities of the supply chain management system in place.....	37
Table 4.8: Respondent's perception on the parts of the organization that require improvement	39
Table 4.9: Respondent's perception of the firm capabilities of the supply chain management skills.....	41
Table 4.10: Respondents perception on access to financial credit facilities for the organization	43
Table 4.11: Respondents perception access to capital in terms of human capital and other assets for the organization.....	45
Table 4.12: Respondent's perception on effects of access to credit on organization performance	47

LIST OF FIGURES

Figure 1: SCM Framework by Lambert and Cooper	17
Figure 2: Supply Chain Framework and ARA-Model in Partner Selection	18
Figure 3: Conceptual Framework of Supply Chain Performance.....	21

ABSTRACT

The recent growth of festivals and events as an industry around the world means that the management of events can no longer be ad hoc. Events and festivals have a large impact on their communities and, in some cases, the whole country. The general objective of the study was to determine the factors influencing the performance of events management firms in Nairobi, Kenya. The scope of this study was event planners in Nairobi area. The study used the population based in Nairobi that handle event planning and management. The research design used in this study was a descriptive survey that sought to determine the factors influencing the performance of events management firms in Nairobi, Kenya. For this study, the target population was event planners in Nairobi area. Simple random sampling was used to select the sample size of the study. For the purpose of this study, 31 respondents were considered to be a representative of the total population. Primary data was collected for the study using self-administered questionnaire. The questionnaire contained both open and closed ended questions for it to be effective for the study. The study used quantitative method of data analysis. Descriptive statistics such as the simple frequency distributions was used. Statistical Package for Social Science (SPSS) Student Version 17.0 which is a unified and comprehensive package was used to analyze the collected data thoroughly and conveniently for the likert scale questions. The response rate was 90% (n=31). The study found out that supply chain networks, management skills in supply chain and access to credit facility influence the performance of the event management industry. The study recommends that organizations that have not embraced an effective SCEM to ensure that measures and initiatives are put in place to ensure well-coordinated operations in its supply chain. The study calls for organizations that have already put SCEM in place to ensure that the employees have access to a continuous training programs to build their knowledge on business development and be exposed to the current trends in supply chain that keep changing day in day out. Lastly, the study calls for the organizations to build business networks that will see them access credit facilities not only in commercial banks but also in micro finance institutions.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The recent growth of festivals and events as an industry around the world means that the management of events can no longer be ad hoc. Events and festivals have a large impact on their communities and, in some cases, the whole country. The industry now includes events of all sizes from the Olympics down to a breakfast meeting for ten business people. Many industries, charitable organizations, and interest groups will hold events of some size in order to market themselves, build business relationships, raise money or celebrate (Raj and Musgrave, 2009).

Event management is the application of project management to the creation and development of festivals, events and conferences. Event management involves studying the intricacies of the brand, identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually launching the event (Kilkenny, 2011). Post-event analysis and ensuring a return on investment have become significant drivers for the event industry, however, events management success or failure heavily relies on supply chain networks.

There are numerous reasons for events to be organized, just as there is a great diversity in how they are organized. Often this diversity is rooted in the socio-cultural milieus of host communities. The political, economic and technological situations of the different countries will also account for variations in the form and function of events. At the same time, global issues such as rising migration, ageing populations, terrorism concerns and climate change

have led to a great deal of convergence in event management practices throughout the world. Many metropolitan cities, for example, Sydney, London and New York, boast a host of ethnic festivals dedicated to celebrating the cultures of migrant populations, as well as music concerts and other types of entertainment which cater to older attendees, mirroring current population trends. Increasingly, high levels of security and implementation of sustainable event management principles are synonymous with hosting events which are described as being of international standard; regardless of the country in which they are staged.

In Africa, events management is also growing rapidly. A good example is South Africa. Event management in South Africa is a multi-million rand industry that is growing rapidly and gaining international recognition.

South Africa's track record in planning and hosting major sporting event is impressive, and the country should be seen as capable of staging any minor , major and hallmark events. Some of the events the country has hosted include: Rugby World cup 1995, African Cup of Nations 1996, All Africa Games 1999, ICC Cricket World Cup 2003, 2010 FIFA world Cup. Event management in Kenya has indeed changed the way we handle our events it's not only done for lavish parties, weddings and big companies who hire managers to help in organizing and planning their events but clients who have small budgets are also getting help from event managing companies. Event management in Kenya mostly involves planning the management logistics, studying the complexity of a brand, identifying the companies target audience and projecting the concept of the event. one might never get to know how important an event manager could get not until you are left wondering how to position your sits and tents, or what kind of a buffet fits your occasion the right kind of entertainment you need, the quality of photography and Videography you ought to go for, but all thanks to event

management in Kenya that has helped most companies in handling specific scopes of services for a given event from the technical, logistical and creative elements of the event in respect to the client's needs and budget.

Event management in Kenya just got better as the industry is considered as one of the decisive communication and marketing tools by both big and small organizations. Every industry is indeed embracing event management, charity firms hosting events to market themselves and raise funds, celebrate or build business relationships. Event management in Kenya covers a couple of services from cooperate events (press conferences, product launches conferences) corporate hospitable events like award ceremonies, film premiers, fashion shows, weddings and release parties. Marketing programs like grand opening events and product launches every client wants an organized and successful event

1.2 Statement of the Problem

Events management in Kenya have many a times been handled very inadequately and there from very undesired results have been witnessed. It's with this in mind that this empirical research seeks to find out why, while providing solutions on the role and performance of Management firms in ensuring that there is deliberate value addition to supply chain event management.

Given that it is not possible to eliminate deviations from plans especially with suppliers during event management, it is necessary to reduce the negative impact of the deviations as they occur.

This study, therefore, sought to establish the factors influencing performance of events management firms in Nairobi, Kenya.

1.3 Purpose of the Study

The purpose of the study was to determine the factors influencing performance of events management firms in Nairobi, Kenya.

1.4 Objectives of the study

The study was guided by the following objectives.

1. To determine the influence of supply chain networks on the performance of event management.
2. To establish how the level of management skills in supply chain influence the performance of event management.
3. To establish the extent to which access to credit facility influence the performance of the event management.

1.5 Research Questions

The research questions that guided the study were:

1. How do supply chain networks influence performance of event management?
2. To what extent does level of management skills in supply chain influence the performance of event management?
3. To what extent does access to credit facility influence the performance of the event management?

1.6 Significance of the Study

I hope that the findings and contributions of this research will go along into ensuring that proper mitigation strategies are adopted in events planning and management. The recommendations of this study if adopted or implemented will see greater contribution of firms within the event supply chain management. This will invariably lead to better performance and results, through enhanced control and monitoring of any unforeseen contingencies within the greater supply chain ecosystem.

The results of this research add to the scarcely available information in Kenya on factors influencing performance of event management firms. This study forms a foundation for future researchers who would like to pursue a study in the area of event planning and organization.

1.7 Delimitation of the Study

Scope of this study is event planners in Nairobi area. The study used the population based in Nairobi and handle event planning and management. The study is limited to event managers working in the Nairobi Central Business District (CBD).

This like any other study conducted has had a number of delimitations that are not limited to the following:

- The study assumes perfect symmetry between firms in Nairobi and all other parts of the country.
- The size of scope and study could have been bigger
- Until recently events management was very rudimentary and devoid of any scientific approach.

1.8 Limitations of the Study

One limitation of this study is that most event planners do not own physical offices and rely on mobile offices. Therefore, it will be difficult to meet most of them. To overcome this challenge, the researcher will use contacts of event managers and use their network to reach the targeted population.

The study will rely mostly on secondary data and self-reports based on personal memory which can be problematic and thus respondents may inaccurately recall how they behaved in during a challenge they faced.

1.9 Assumptions of the Study

The study was carried out on the assumption that all event planners in Nairobi face the same challenges with supply chain networks since their suppliers are also faced with the same environmental challenges in terms of rules, infrastructure and access to event fields.

1.10 Definitions of Significant Terms used in the study

Event Planner

Event planning is the process of planning a festival, ceremony, competition, party, concert, or convention. Event planning includes budgeting, establishing dates and alternate dates, selecting and reserving the event site, acquiring permits, and coordinating transportation and parking. An event planner is therefore a person or organization that is tasked with the duties of event planning.

Supply Chain Networks Influence on Performance of Event Management

Supply chains and supply networks both describe the flow and movement of materials and information, by linking organisations together to serve the end-customer. 'Network' describes a more complex structure, where organisations can be cross-linked and there are two-way exchanges between them; 'chain' describes a simpler, sequential set of links.

Management Skills Influence on Performance of Event Management

Management in all business and organizational activities is the act of coordinating the efforts of people to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal.

For achievement of any meaningful results communication plays a very significant role.

This research is keen in giving the required emphasis to communication without which the final recommendations may not achieve their intended purpose if not properly communicated. The significance and value of communication in this research remains untold. Resources in any firm form a very integral part. This research seeks to inform on how proper management of resources if properly entrenched in any firm can lead to the realization of better output while enhancing optimization.

Access to Credit Facility Influence on Performance of Event Management

Access to finance/ credit refers to the possibility that individuals or enterprises can access financial services, including credit, deposit, payment, insurance, and other risk management services. The access this funds through the Commercial banks, Micro finance institutions and Government funds. e.g Uwezo fund.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study is to determine the factors influencing performance of event management firms in Nairobi, Kenya. This literature review discusses the topic in detail by looking at the influence of supply chain networks on the performance event management; the level of management skills in supply chain and its influence the performance of event management; and the extent to which access to credit facility influence the performance of the event management in Kenya.

2.2 Influence of Supply Chain Networks on Performance of Event Management.

Given that it is not possible to eliminate deviations from plans, it is necessary to reduce the negative impact of Events as they occur. Supply Chain Event Management (SCEM) monitors the progress of activities across the Supply Chain network in order to discover deviations from the plan in real time (Jüttner, 2005). Once a deviation is discovered, SCEM generates appropriate notification reports and triggers corrective measures. The aim is to detect and mitigate the impact of these Events in a timely fashion before they pose any risk, such as reducing customer satisfaction or service availability.

In order to properly interpret the meaning of an Event, SCEM must first identify applicable milestones along with their expected time frame. Advanced SCEM is also capable of deducing milestone parameters, associated costs and expected data by analyzing plans, operational data and historical patterns. In the SCEM context, an Event describes any

situation that must be monitored for the purpose of detecting deviations and potential failures (Nagy, 2010). Accordingly, an Event can be one of the following types:

Expected Event: This is an Event that occurs as expected within a set time, cost, and/or other thresholds. While this does not represent a deviation, it is used to establish a benchmark and predict thresholds for subsequent activities. For example, a shipment has been dispatched by the supplier on the expected shipping date and with the appropriate item counts.

Missing Event: An Event that is expected according to the plan but has not occurred. SCEM considers an Event missing if it has not occurred within the expected timeframe. It could mean that an activity is not carried out or that it is taking longer than expected. For example, a shipment dispatch is never received from the supplier and the shipping date has passed (Nagy, 2010).

Delayed Event: This is an Event that occurred later than the expected timeframe. In some cases, a delayed Event is a re-categorization of an Event that is previously considered missing. For example, a shipment dispatch is now received from the supplier but a few days after the shipping date.

Inconsistent Event: An Event that does occur within expected timeframes but contains information that deviates from the plan. For example, confirmation of logistic arrangements describing a different number/type of packages from what is necessary to properly fulfill an order.

External Event: An external event is an unplanned Event that occurs outside of the control of the participants. Examples include strikes at a given port and severe weather conditions (Ritchie and Brindley, 2007).

2.3 Influence of Management Skills in Performance of Event Management

There are two main research streams that addressed the importance of strategic supply management skills. The first stream follows a descriptive approach of the current status of the supply management function. This research emphasized the increased importance of strategic skills in shaping the supply management function in future (Carter and Narasimhan, 1996; Ellram and Carr, 1994; Giunipero and Percy, 2000; Johnson, Leenders and Fearon, 1998). However, most studies that tackled supply management strategic skills from this perspective are case studies or conceptual pieces and did not empirically examine the impact of strategic supply management skills on firms' performance.

The other research stream addressed firm-specific strategic supply management skills as nontransferable and unique assets (Carr and Pearson, 2002; Lepak and Snell, 1999). The theoretical basis of the second research stream relied on a similar argument to the one used in this study; because strategic supply management skills are both valuable and unique, they can be viewed as core assets that could serve as a source of competitive advantage (Zsidisin and Ritchie, 2009). This stream of research examined the role of supply management in contributing to the firm's value growth, supplier responsiveness, and firms' financial performance. Firms' financial performance is measured usually in terms of return on investment, profits as a percent of sales, firms' market share, and net income before taxes

over a given time period (Anderson and Katz, 1998; Carr and Pearson, 2002; Tan, Kannan and Handfield, 1998). However, the direct impact of supply management skills on the competence of the supply management function in contributing to the firm and its supply chain members' objectives has been largely overlooked.

Both research streams asserted that supply management skills shape corporate revenue realization, competitive cost position, and impact profitability. However, the relationship between the level of strategic skills of purchasers and their performance has been largely overlooked by previous research. As mentioned earlier, supply management skills are like other organizational assets, can be classified as core or peripheral assets. Hence, it is essential to determine the core supply management skills, among the wide variety that were addressed by previous literature, that actually shape corporate revenue realization as well as competitive cost position.

Strategic supply management skills can help improve supply management performance in a number of ways. First, it provides value in the area of cost management. Effective management of the cost of materials and various inputs to production saves the firm and its partners in the supply chain dollars that go straight to the firm's bottom line profits. Second, it provides the supply management function valuable information concerning supply trends that will enable the firm to make better decisions and achieve its goals. Third, it helps the supply management function to establish close relationships where appropriate with suppliers to improve the efficient quality and delivery of materials (Tan, 2001). Generally, strategic supply management skills enable the supply management function to design strategies that are aligned with the firm's strategic plans and, therefore, enhance supply management performance.

2.4 Access to Credit Facility Influence on Performance of Event Management

Small-scale investments are reputed to be behind most of the socio-economic transformation of many economies. They play a significant role in development especially in the third world countries and generate wide-spread economic benefits. Survey studies done in other countries underscore the importance of the small-scale enterprise sector in employment participation and income generation for the bulk of low-income workers. In Kenya, the significance of the sector can be seen in terms of its contribution to economic development (CBS-GoK, 2007).

Kenyan small-scale enterprises (SMEs) are a mixture of self-employment outlets involving a dynamic array of activities mainly concentrated in urban cities/towns and trading centers in the rural areas. These small enterprises cut across all sectors of the Kenyan economy and provide one of the most prolific sources of employment, income generation and poverty reduction (CBS-GoK, 2004). The sector plays an important role in industrialization, promotion of rural-urban balance and indigenous people's participation in the economic development.

Demand for credit from these institutions has not been impressive despite the financial constraints experienced by the sector players. From the lenders' side, the major reason identified in the preliminary investigations is lack of adequate finances but from the borrowers' side, the facts are not clear. In addition to the above formal credit markets are the NGO financial lending programmes. Kenya has 150 organizations with credit programmes for small-scale enterprises. These organizations serve all regions of the country although they are more concentrated in the urban centers and rural towns (CBS-GoK, 2007).

Organisation for Economic Co-operation and Development (OECD) (2006) reported that the

SME sector does not have access to external funds due to stringent terms that the financiers tend to tie to their credit and investment, this leads to the possibility that capacity building are seriously impaired.

In the same report, it is noted that the difficulties that SMEs experience can stem from several sources of their financial needs. For example, the domestic financial market may contain an incomplete range of financial products and services, the lack of appropriate financing mechanisms In this case, suppliers of finance Micro-Finance Institutions (MFIs) may rationally choose to offer an array of financial services that leaves significant numbers of potential borrowers without access to credit. Such credit rationing is said to occur if among loan applicants who appear to be identical some receive credit while others do not; or there are identifiable groups in the population that are unable to obtain credit.

According to Asia-Pacific Economic Cooperation (APEC) (2003), it is recognized that the roles of micro finance institutions are very important for development of SMEs. At least two main goals of giving access for SMEs through development of micro finance institutions, namely: increasing business activity of micro enterprises through working capital or investment fund, and promoting and developing spirit of entrepreneurship. This without a close relationship between MFIs and SMEs may not be achieved.

In a study about MFI-SME financing in Afghanistan by Mennonite Economic Development Associates (2009) it is established that financing interventions that focus exclusively on SMEs may in the end prove to be a high credit risk. While there is value in focus and specialization in financial service delivery, it can also become a weakness if the needs of SMEs are set at to limit its affordability and access.

2.5 Theoretical Framework

Supply chain management (SCM) is the management of an interconnected or interlinked between network, channel and businesses involved in the provision of product and service packages required by the end customers in a supply chain (Jüttner, 2005). SCM spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption.

Another definition is provided by Cross and Mollenkopf (2004) define SCM as the design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally. SCM draws heavily from the areas of operations management, logistics, procurement, information technology and strives for an integrated approach.

The business network approach assumes that the systems are open and thus, the network is embedded in and interacting with its environment. Firms in business-to-business markets are embedded in a complex network of relationships with suppliers, customers as well as a number of other stakeholders. Based on this perspective of business markets, Håkansson and Johanson (1992) created a model of business networks, in which they described a business network as three interrelated networks of activities, actors and resources (ARA-model).

The starting point for the ARA-model consists of conscious actors, who perform a set of activities based on the resources they have. Actors consist of organisations, but other actors can also be found in networks. An activity occurs when one or several actors combine, develop, exchange or create resources by using other resources. Resources refer to anything that actor's value and can use to generate greater value for themselves and others. Such

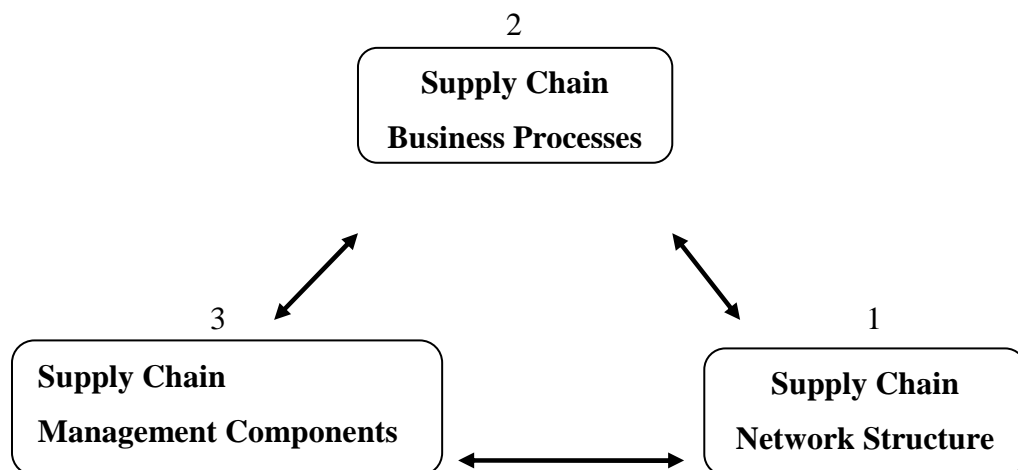
resources can be technical, personnel or capital. Resources are connected to the actors as well as the performed activities. The actors are interconnected and exchanges take place forming links, ties and bonds between actors through the combination of actors, activities and resources (Håkansson et al., 1995).

The structural dimensions of the network are essential, especially when analysing and managing the supply chain. The supply chains in the network look different from each company's perspective. Every company sees and manages itself as the focal company. As each firm is a member of the other's supply chain, it is important to understand their interrelated roles and perspectives (Håkansson and Johanson, 1992).

Gadde and Snehota (2002) distinguish three dimensions of involvement that affect outcomes in supplier relationships: the activities carried out can be more or less tightly coordinated; the resources can be more or less adopted; and the individuals may interact more or less intensely. In the supply chain management framework, the operational processes include customer integration, internal integration and supplier integration. Within customer integration you can build up cooperation with customers of choice. Internal integration links performed work to customer requirements and finally supplier integration links external work with internal work process.

The technology and planning integration refers to information systems that support the variety of operational configurations. Measurement integration refers to measurement systems. Finally, relationship integration refers to the ability to develop and maintain shared mental framework with customers and suppliers (Bowersox, Closs and Stank, 1999; Cross and Mollenkopf, 2004).

The SCM framework by Lambert and Cooper (2000) is interesting and challenging as it describes the interrelated nature SCM and the need to proceed through several steps in order to manage a supply chain.

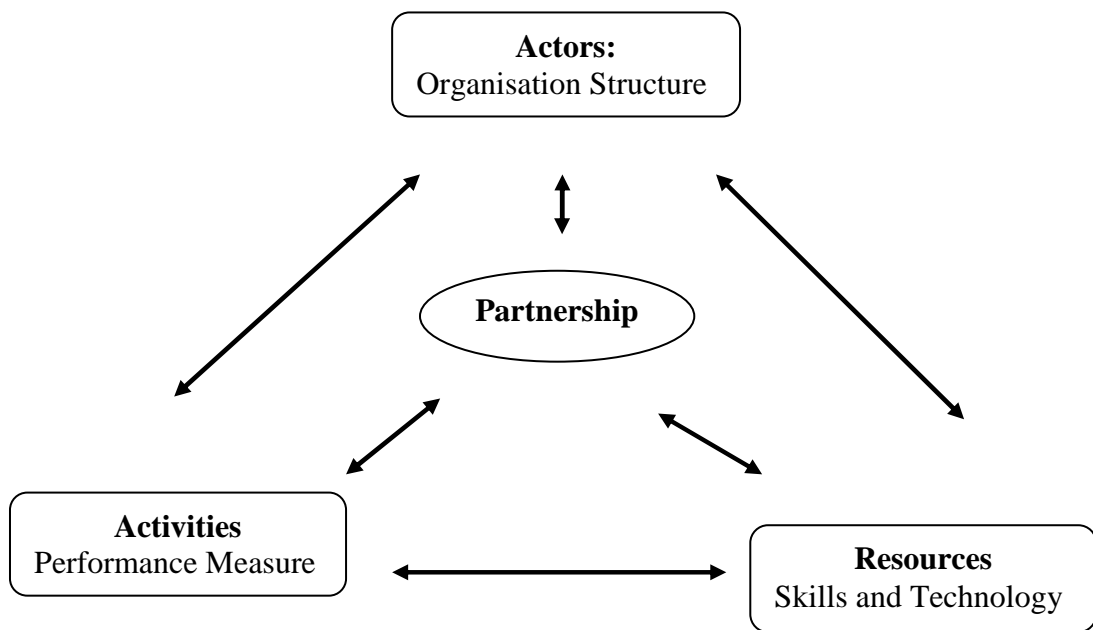


Lambert and Cooper (2000)

Figure 1: SCM Framework by Lambert and Cooper

Traditional SCM (Supply Chain Management) applications fall short when it comes to helping manufacturers manage one critical element, their relationships with suppliers (Tan, 2001). Previous research has indicated the most important thing is not the management of the chain, but the management in the chain (Ford et al., 2003; Dubois et al., 2004). Figure 2 is an illustration how the ARA model can be combined with the supply chain management framework in order to improve the cooperation of the companies' vital resources that are needed in the partner selection.

Companies are becoming more aware of that the successful integration and management of key business processes across the supply chain will determine the success of the single enterprise. The most important question is how to manage the company's supply chain network and thereby achieve the potential of SCM. One way of assembling this network of firms is developing strong relationships with key partners who can add value to the market offering (Tan, 2001). The ideal partner adds significant value to your market offering without being a high risk as a partner.



Dubois et al., (2004)

Figure 2: Supply Chain Framework and ARA-Model in Partner Selection

The framework of SCM created by Lambert and Cooper moves the SCM philosophy to a new stage. This involves identifying the supply chain members that are vital to the link, the

processes that have to be taken into consideration and the type of integration that is needed to link the different processes and partners. The object is to create value, not only to the company but also for the whole supply chain network, not forgetting the end customers.

2.6 Conceptual Framework

Manufacturing supply chains today tend to be global in nature, comprising of complex interactions and flows between tens, even hundreds and thousands of companies and facilities geographically distributed across regions and countries. Such chains are currently in operation in a variety of industries such as electronics, automotive, and aerospace. Despite their complexity, most manufacturing supply chains are structurally similar. The member companies in a typical manufacturing supply chain network include the suppliers and their suppliers, assembly plants, distributors, retailers, inbound and out bound logistics providers and financing institutions. In fact under the intense competitive scenario prevalent today, competition is no longer between companies but between supply chain networks with similar product offerings, serving the same customer (Ritchie and Brindley, 2000).

Because supply chain performance is inherently unpredictable and chaotic, supply chain practitioners often must seek safety mechanisms to protect against unforeseen events. Significant efforts are expected to expedite orders, to check order status at frequent intervals, to deploy inventory “just-in-case” and to add safety margins to lead times. These are some of the creative ways employed to counter the occurrence of unforeseen events. These time and material inventories along with limited communications among supply chain partners hide the problems until they lead to serious consequences, affecting the performance of their customers in this case event managers (Roshan, 2003).

Whilst risk has always been present in the process of reconciling supply with demand, there are a number of factors, which have emerged in the last decade or so, which might be considered to have increased the level of risk. These include - a focus on efficiency rather than effectiveness; the globalization of supply chains; focused factories and centralized distribution; the trend towards outsourcing; reduction of the supplier base; volatility of demand; lack of visibility and control procedures. As a result, it has become extremely important for channel masters to employ risk management tools in the management of their supply chains (Johnson, 2001).

Risk could arise from faulty processes and uncertainties within an individual company, from interaction between network partners or could be at a higher industry or environment-level that impacts supply chain outcomes. At the organizational-level “risk sources” include operational uncertainties such as employee strikes, communicable diseases, or machine related failures, raw material shortages, quality problems, and/or spare part unavailability. Also, organizational risk could emanate from research and development activities that result in delayed product introduction. Opportunistic behavior by CEO, managers, and other staff is another source of risk (Roshan, 2003; Johnson, 2001).

A number of business trends make supply networks more complex and global. For event management, products and services are customized to better meet the demands of customers. Organisations have outsourced much of their activities to specialists allowing all to focus on their own core competencies. All these trends make supply chains very efficient but also highly vulnerable to disruption (Ritchie and Brindley, 2000).

In addition there are also environment related uncertainties that affect businesses across all industries in a country or region. These include factors such as economic slowdown, foreign

exchange fluctuations, war, policy changes such as price controls, free trade zones, financial barriers, terrorist attacks and finally natural calamities such as earth quakes, storms, and drought (Zsidisin, 2003).

In attempting to analyze supply chain, the analysis here is based on a simple two tier supply chain structure where the customer demand is directly fulfilled by a manufacturer, who in turn is supplied various components by a set of suppliers. Logistics service providers handle the movement of materials between all the parties as shown in figure 3.

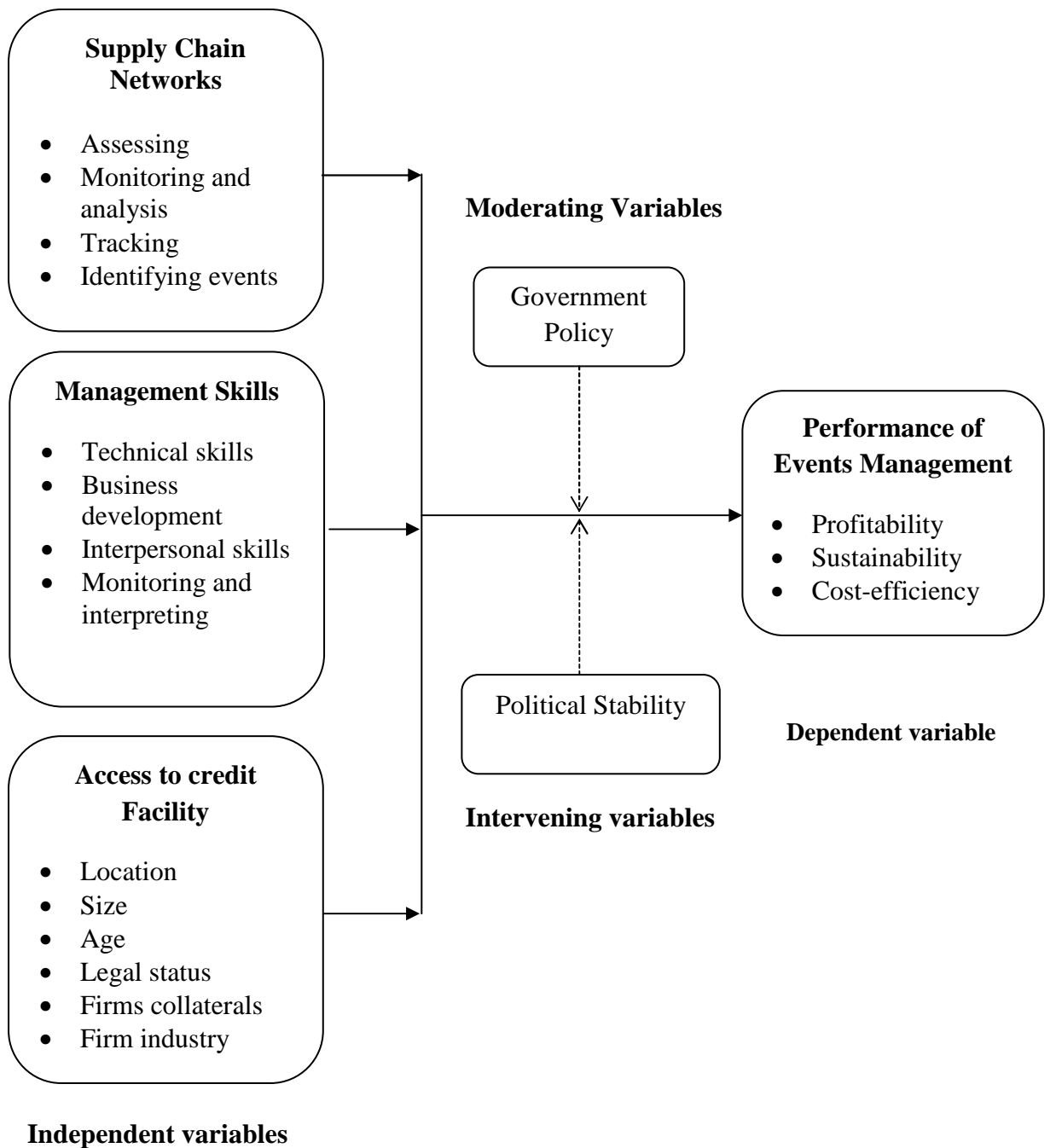


Figure 3: Conceptual Framework of Supply Chain Performance

In general, it is possible to design supply chains that are robust enough to profitably continue operations in the face of expected deviations and unexpected disruptions. However, it is impossible to design a supply chain network that is robust enough to react to disasters. This arises from the constraints of any system design, which is limited by its operational specification.

2.7 Summary of Knowledge Gaps

While the study of distinct events-related phenomena has grown significantly since the late 1980s, there remains a knowledge gap in understanding of the social impact of events and festivals on host communities and beyond. Over recent years much more academic attention has been paid to whether the needs of direct and indirect 'beneficiaries' (Whitson and Horne, 2006) are being adequately served by the furtherance of events-led urban strategies.

Sometimes the average planner knows very little about anything technical. It's not that planners need to know how to operate a sound board, or install gear or anything.

They are, however, the bridge between the people who speak on stage or prepare presentations to be shown, and the audio visual technicians who make that happen. And unfortunately the planners are the weak link in that chain.

Therefore, Planners need to know what they're doing when it comes to production. The meetings and event industry has made great strides in the past 10 years in terms of professionalism and vastly improved knowledge standards. It's high time our knowledge in this area caught up to the rest.

2.8 Summary of Literature

Event Management is a growing phenomenon in the world and more importantly, in Nairobi. For the event planner, there is a wealth of published literature and publications that inform and instruct on a wide variety of program development and sustainability topics on event management. Therefore it is important to consider the factors influencing performance of event management firms in Nairobi Kenya.

Within the different steps of event planning, organization, execution and evaluation, companies, companies have to take care of many details in order to make the event a success. Among the most critical challenges in event management is the integration of the event into a clear strategic market concept. The researcher has also pointed out the challenges of problem-solving in unexpected situations, risk management and cultural aspect as important issues to consider.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter examines in detail the methodology adopted in carrying out the study. It covers the following aspects; research design, target population, sampling procedure, methods of data collection, validity and reliability, operational definition of variables, and methods of data analysis.

3.2 Research Design

This work adopted both qualitative and quantitative approaches. The research design used in this study was a descriptive survey that seeks to find out the factors influencing the performance of events management firms in Nairobi, Kenya. Descriptive research design is used to describe systematically the facts and characteristics of a given population or area of interest, factually and accurately (Richey and Klein, 2007). Descriptive studies involve collecting data that test the validity of the hypotheses regarding the present status of the subject.

Kotzab, Seuring, Muller and Reiner (2005) remark that a descriptive design is used to determine the ‘who, what, when, where, and the how’ of a research topic. From a supply chain network research point of view, Christou (2012) asserts that survey research is a predominant method that has been consistently validated by past studies. This underscores the choice of a descriptive survey design in conducting the present study.

3.3 Target Population

A population is defined as the total collection of elements about which we wish to make some inferences (Stillwell and Clarke, 2011). According to Engelhardt, Kohler, and Prskawetz (2009), a population element is the subject such as a person an organization, customer database, or the amount of quantitative data on which the measurement is being taken. For this study, the target population was event planners in Nairobi area. The study used the population based in Nairobi that handle event planning and management. The total population of the study is seventy three (73) event management companies in Nairobi.

3.4 Sampling Procedure

Ngechu (2004) emphasizes the importance of selecting a representative sample by use of a sampling frame. From the sampling frame, the required number of subjects, respondents, elements or firms is selected in order to make a sample. Stratified random sampling technique was used to select the sample. According to Deming (1990) stratified random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. Stratification aims to reduce standard error by providing some control over variance. From each stratum the study used simple random sampling to select 31 respondents; this was 42% of the entire population, According to Mugenda and Mugenda (1999), a representative sample is one that represents at least 10% of the population of interest. Random sampling frequently minimizes the sampling error in the population. This in turn increases the precision of any estimation methods used (Cooper and Schindler, 2003).

3.5 Data Collection Procedure

Primary data was collected for the study using self-administered questionnaire. A questionnaire is a general term including all data collection techniques in which each person is asked to answer the same set of questions in a predetermined order (Silver et al., 2012). Richey and Klein (2007) define a structured questionnaire as a formal list of questions designed so as to get the facts. They state that open ended questionnaires are preferred when the researcher is interested in what is upper most in the mind of the respondent but this is not the case in this study and hence the questions used in the questionnaire were closed ended.

A likert scale allows the respondent to rate a question on a scale of choices given. A likert scale is great for allowing respondents to rate a specific item (Cargan, 2007). The likert scale is adopted by the researcher since the researcher needs the respondents to give an opinion on particular items of the study. The likert scale is selected for aesthetic quality and ease of use (Silver et al., 2012).

The questions sought the general information of the respondents. The rest was divided into 3 sections as per the research objectives. Section A addresses the general aspect of the respondents; Section B addresses the influence of supply chain networks on the performance event management; Section C establishes how level of management skills in supply chain influence the performance of event management; and the last Section establishes the extent to which access to credit facility influences the performance of the event management in Kenya.

3.5.1 Pilot test

The researcher had developed a questionnaire based on the research questions; the questionnaires were pilot tested by being administered randomly to a selected sample of five

(5) respondents from the target population. The pilot data was not be included in the actual study. The pilot study allowed for pre-testing of the research instrument. The clarity of the instrument to the respondents will be established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher familiarize with the study area and its administration procedure as well as identifying items that require modification. The result helped the research to correct inconsistencies arose from the instruments to that they capture what is intended.

3.5.2 Validity of instruments

To establish the validity of the research instruments the research seek opinions of experts in the field of study especially the lecturers in the School of Project management. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity and reliability.

3.5.3 Reliability of instruments

The researcher used the same standards toward the assessment of the responses. Since the observers are all focusing on the effect of supply chain networks in their businesses, the equivalence is demonstrated by assessing inter-rater reliability which refers to the consistency with which observers or raters made judgments.

3.6 Data collection procedure

Data was collected by the use of survey questionnaire which was administered by the researcher directly to the target population. The respondents were given a three day period to

fill the questionnaires and a contact was given to them in order to facilitate communication between them and the researcher if need be. The questionnaires were collected from the population by the researcher and a record of each be kept to ensure that all questionnaires distributed were received.

3.7 Methods of Data Analysis

This study used a quantitative method of data analysis. To ensure easy analysis the questionnaires were coded according to each of the research questions to ensure accuracy during the analysis process. Descriptive statistics such as the simple frequency distributions were used. The data collected was mainly quantitative in nature and due to the nature and size of the organization under the study and the research being conducted; the raw data required minimal manipulation. It was summarized and categorized in a frequency distribution table out of which tables presentations were generated to give visual image of respondent responses. Statistical Package for Social Science (SPSS) Student Version 17.0 which is a unified and comprehensive package will be used to analyze the collected data thoroughly and conveniently for the likert scale questions.

3.8 Ethical Considerations

All key informants and respondents were informed of the purpose of the research and how the information gathered is to be used. Their consent was sought before the exercise began and confidentiality of their responses guaranteed. The respondents were also informed that the collected data will be treated with utmost confidentiality.

3.9 Operational Definition of Variables

The instrument selected for data collection will be a questionnaire. Questions addressing the general aspect of the respondents will be measured by percentages. These will be translated using the Microsoft Excel (MS) to give graphs and charts that will be used for analysis and meaning given to the presentations. Likert scale questions was measured using the mean and standard deviation analysis to present and give meaning to the response collected. Questions will be divided into portions so that the respondents can be comfortable to respond to personal questions.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings and results of the study in the order of the research objectives. It begins by analyzing the demographic characteristics of the sample, investigates how the sample understands the ways of mitigating supply chain events, capabilities analysis of the supply chain management and access to financial credit facilities for organizations as well as organizations performance in event management firms.

4.2 Demographic Characteristics of the Sample

Demographic characteristics of respondents are essential in every study as the study population has different characteristics.

4.2.1 Response rate

Response rate measures the rate at which the questionnaires were able to be completed. This determines whether the sample sizes reached or not.

Table 4.1: Response rate

The following table shows the response rate of the study.

Category	Frequency	Percentage
Responded	28	90
Did not respond	3	10
Total	31	100

Table 4.1 shows that response rate was high at 90%. Only 10% of the administered questionnaires were returned unanswered or with errors. This shows that the response rate was good and that the research instrument was well understood by the respondents.

4.2.2 Gender

Gender is a demographic attribute that differentiates the respondents on biological perspective (Male/ female).

Table 4.2: Gender distribution of respondents

The following table shows the gender distribution of the study.

Category	Frequency	Percentage
Male	18	64
Female	10	36
Total	28	100

Table 4.2 shows that majority of the respondents were male 64% while the female respondents constituted 36% of the sample. Gender was measured to find out which gender is mostly involved in event management. This shows that more men are involved in event management as compared to women.

4.2.3 Level of education

The level of education in the study refers to the highest academic qualification of the respondents.

Table 4.3: Level of education

The following table shows the education background of the respondents.

Category	Frequency	Percentage
Primary	1	3
Secondary	3	11
Certificate	4	14
Diploma	5	18
Degree	10	36
Others	5	18
Total	28	100

Table 4.3 shows that majority of the respondents were degree holders at 36% followed by diploma holders at 18%. 14% of the respondents are college certificate holders and 18% with other academic credentials. 3% and 11% of the respondents were primary and secondary school certificates holders respectively. Education level was measured to identify the academic qualifications of event managers and it's evident that most of the managers have attained their first degrees.

4.2.4 Years of work in the events and management business

Years of work reflects the experience of the respondents in the event management industry.

Table 4.4: Years of work in the events and management business

The following table shows the respondent's years of work in the events and management business.

Category	Frequency	Percentage
1-5 years	11	37
6-10 years	12	40
11-15 years	2	7
16-20 years	4	13
Above 21 years	1	3
Total	28	100

Table 4.4 shows that 40% of the respondents had an experience of between 6 to 10 years followed by 37% of the respondents with between 1 to 5 years of experience. 13% of the respondents had 16 to 20 years of experience. 3% of the respondents had more than 21 years of experience. This shows that majority of the event planners have been in the business for long.

4.2.5 No of supply chain networks in place

Table 4.5: No of supply chain networks in place

Content	Frequency	Percentage
Single supply chain	3	10.71
Two supply chain networks	16	57.14
Three supply chain networks	4	14.28
Four supply chains	2	7.14
Above four supply chains	3	10.71
Total	28	100

Table 4.5 shows that 57.14% of the respondents have two supply chains while 14.28% of the respondents have three supply chain networks. 10.71% of the respondents cited having single supply chain while another 10.71% of the respondents cited having above four supply chains.

4.3 Ways of mitigating supply chain events

Table 4.6 Respondent’s perception on ways of mitigating supply chain events

The following table shows the respondent’s perception on ways of mitigating supply chain events.

Content	Strongly agree 5	Agree 4	Not sure 3	Disagree 2	Strongly disagree 1	Total	Mean	Rank
The system in place identifies applicable milestones on the supply chain networks	10 (35.71) 178.5714	7(25) 100	6(21.42) 64.28571	3(10.71) 21.42857	2(7.14) 7.142857	28	371.4286	11
The system identifies the expected time frame of my supply chain	9(32.14) 160.7143	8(28.57) 114.2857	4(14.28) 42.85714	4(14.28) 28.57143	3(10.71) 10.71429	28	357.1429	12
The system in place can deduce milestone parameters that are associated with costs	5(17.85) 89.28571	17(60.71) 242.8571	3(10.71) 32.14286	2(7.14) 14.28571	1(3.57) 3.571429	28	382.1429	7
The system used can analyze plans and operational data as well as identify historical patterns	5(17.85) 89.28571	20(71.42) 285.7143	1(3.57) 10.71429	2(7.14) 14.28571	0(0) 0	28	400	1
The system used ensures that the expected events take place always	4(14.28) 71.42857	21(75) 300	0(0) 0	3(10.71) 21.42857	0(0) 0	28	392.8571	2
The system used is able to manage missing events i.e. events that do not occur in the expected time frame	3(10.71) 53.57143	20(71.42) 285.7143	3(10.71) 32.14286	1(3.57) 7.142857	1(3.57) 3.571429	28	382.1429	6
The system used is able to manage inconsistent events i.e. events that have information that deviates from plans	4(14.28) 71.42857	19(67.85) 271.4286	2(7.14) 21.42857	2(7.14) 14.28571	1(3.57) 3.571429	28	382.1429	5
The system used is able to manage external events i.e. events that occur outside of the control of the participants	2(7.14) 35.71429	21(75) 300	2(7.14) 21.42857	3(10.71) 21.42857	0(0) 0	28	378.5714	9
The system used can collect and store a large amount of data	5(17.85) 89.28571	20(71.4) 285.7143	0(0) 0	2(7.14) 14.28571	1(3.57) 3.571429	28	392.8571	3
The system has a deployment method that is already in place	4(14.28) 71.42857	18(64.2) 257.1429	2(7.14) 21.42857	3(10.71) 21.42857	1(3.57) 3.571429	28	375	10
The system can accept the collected data without any modification	3(10.71) 53.57143	21(75) 300	0(0) 0	4(14.28) 28.57143	0(0) 0	28	382.1429	8
The system used is independent from vendors	5(17.85) 89.28571	18(64.28) 257.1429	3(10.71) 32.14286	2(7.14) 14.28571	0(0) 0	28	392.8571	4

Values in parentheses () are row percentages, while values outside parentheses are frequencies.

Table 4.6 shows that 75% of the respondents agree that the system can accept the collected data without any modification and that the system can accept the collected data without any modification hence enhancing mitigation in the supply chain events. In addition, 71.42% of the respondents agree that systems used can collect and store a large amount of data and that the system used is able to manage missing events such as events that do not occur in the expected time frame. 35.71% of the respondents strongly agree that the system in place identifies applicable milestones on the supply chain networks. 14.28% of the respondents disagree that the system used is independent from vendors and that the system identifies the expected time frame of my supply chain. Only 10.71% of the respondents strongly disagree that the system identifies the expected time frame of my supply chain. 21.42% of the respondents are not sure whether the system in place identifies applicable milestones on the supply chain networks. None of the respondents is sure that the system can accept the collected data without any modification, that the system used can collect and store a large amount of data and that the system used ensures that the expected events take place always.

On ranking the ways on the basis of mean, the factors, in order of popularity, were rated as the system used can analyze plans and operational data as well as identify historical patterns, the system used ensures that the expected events take place always, the system used can collect and store a large amount of data, the system used is independent from vendors, the system used is able to manage inconsistent events such as events that have information that deviates from plans, the system used is able to manage missing events such as events that do

not occur in the expected time frame, the system in place can deduce milestone parameters that are associated with costs, the system can accept the collected data without any modification, the system used is able to manage external events such as events that occur outside of the control of the participants, the system has a deployment method that is already in place, the system in place identifies applicable milestones on the supply chain networks and the system identifies the expected time frame of my supply chain.

4.4 Analysis capabilities of the supply chain management system in place

Table 4.7 Respondent’s perception on the capabilities of the supply chain management system in place

The following table shows the Respondent’s perception on the capabilities of the supply chain management system in place

Content	Strongly agree 5	Agree 4	Not sure 3	Disagree 2	Strongly disagree 1	Total	Mean	Ranking
The supply chain management system (SCEM) in place can recognize the impact of events within the larger context	5(17.85) 89.28571	18(64.28) 257.1429	3(10.71) 32.14286	2(7.14) 14.28571	0(0) 0	28	392.8571	1
The SCEM is able to properly assess the potential for disruption (or possibly lack of)	5(17.85) 89.28571	17(60.71) 242.8571	3(10.71) 32.14286	2(7.14) 14.28571	1(3.57) 3.571429	28	382.1429	4
The SCEM in place monitors and analyses systems across different supply chain segments	2(7.14) 35.71429	21(75) 300	2(7.14) 21.42857	3(10.71) 21.42857	0(0) 0	28	378.5714	6
The SCEM in place does more than track and trace of the system	5(17.85) 89.28571	20(71.42) 285.7143	0(0) 0	2(7.14) 14.28571	1(3.57) 3.571429	28	392.8571	3
The SCEM used is able to identify events and their impact	4(14.28) 71.42857	18(64.28) 257.1429	2(7.14) 21.42857	3(10.71) 21.42857	1(3.57) 3.571429	28	375	7
The SCEM used can automatically increase or lower Event severity	3(10.71) 53.57143	21(75) 300	0(0) 0	4(14.28) 28.57143	0(0) 0	28	382.1429	5
The SCEM being used can verify the effectiveness of corrective actions	4(14.28) 71.42857	21(75) 300	0(0) 0	3(10.71) 21.42857	0(0) 0	28	392.8571	2

Values in parentheses () are row percentages, while values outside parentheses are frequencies.

Table 4.7 shows that 75% of the respondents agree that the SCEM used can automatically increase or lower Event severity and also agree that the SCEM being used can verify the effectiveness of corrective actions. 17.85% of the respondents strongly agree that the SCEM in place does more than track and trace of the system, the SCEM is able to properly assess the potential for disruption (or possibly lack of) and that the supply chain management system (SCEM) in place can recognize the impact of events within the larger context. 14.28% of the respondents disagree that the SCEM used can automatically increase or lower event severity. 3.57% of respondents strongly disagree that the SCEM is able to properly assess the potential for disruption (or possibly lack of), the SCEM used is able to identify events and their impact and that the SCEM in place does more than track and trace of the system. 10.71% of the respondents are not sure whether the supply chain management system (SCEM) in place can recognize the impact of events within the larger context and whether the SCEM is able to properly assess the potential for disruption (or possibly lack of). none of the respondents are not sure that the SCEM used can automatically increase or lower event severity, that the SCEM being used can verify the effectiveness of corrective actions and that the SCEM in place does more than track and trace of the system.

On ranking the capabilities on the basis of mean, the capabilities, in order of popularity, were rated as the supply chain management system (SCEM) in place can recognize the impact of events within the larger context, the SCEM being used can verify the effectiveness of corrective actions, the SCEM in place does more than track and trace of the system, the

SCEM is able to properly assess the potential for disruption (or possibly lack of), the SCEM used can automatically increase or lower Event severity, the SCEM in place monitors and analyses systems across different supply chain segments, and the SCEM used is able to identify events and their impact.

4.5 Parts of the organization that require improvement

Table 4.8 Respondent’s perception on the parts of the organization that require improvement

The following table shows the Respondent’s perception on the parts of the organization that require improvement

Part	Most Improvement Needed 5	Little Improvement Needed 4	No Improvement Needed 3	Little Improvement Needed 2	Least Improvement Needed 1	Total	Mean	Ranking
Technical skills of managers and employees	3(10.71)	16(57.14)	4(14.28)	3(10.71)	2(7.14)	28		6
Business development and management expertise	53.57143	228.5714	42.85714	21.42857	7.142857	28	353.5714	1
Monitoring and interpreting supplier market trends	4(14.28)	18(64.28)	2(7.14)	3(10.71)	1(3.57)	28	375	5
Structuring supplier relationship	5(17.85)	18(64.28)	3(10.71)	2(7.14)	0(0)	28	392.8571	3
Supplier cost targeting	89.28571	257.1429	32.14286	14.28571	0	28	389.2857	4
General management and interpersonal skills	5(17.85)	18(64.28)	3(10.71)	1(3.57)	1(3.57)	28		2
	71.42857	285.7143	42.85714	0	0	28	400	

Values in parentheses () are row percentages, while values outside parentheses are frequencies.

Table 4.8 shows that 17.85% of the respondents cited that Supplier cost targeting, structuring of supplier relationships and business development and management expertise require most improvement. 71.42% of the respondents cited that general management and interpersonal skills require little improvement while 10.71% of the respondents cited that monitoring and interpreting supplier market trends as well as technical skills of managers and employees require little improvement. 7.14% of the respondents cited that technical skills of managers and employees required least improvement while 14.28% of the respondents cited that general management and interpersonal skills and technical skills of managers and employees required no improvement. None of the respondents recommended training for general management and interpersonal skills.

On ranking the areas of improvement on the basis of mean, the areas, in order of popularity, were rated as business development and management expertise, general management and interpersonal skills, structuring supplier relationships, supplier cost targeting, monitoring and interpreting supplier market trends and technical skills of managers and employees.

4.6 Firm capabilities of the supply chain management skills

Table 4.9 Respondent's perception of the firm capabilities of the supply chain management skills

The following table shows the Respondent's perception of the firm capabilities of the supply chain management skills

Capability	Strongly agree 5	Agree 4	Not sure 3	Disagree 2	Strongly disagree 1	Total	Mean	Ranking
The organization can develop and manage the firm's supply strategy as an integrated whole	10(35.71)	15(53.57)	3(10.71)	0(0)	0(0)	28		1
The firm uses Information Technology (IT) function to develop a data management system	10(35.71)	15(53.57)	3(10.71)	0(0)	0(0)	28	425	4
The firm designs and manages the firm's supply base in line with its strategic objectives	5(17.85)	18(64.28)	2(7.14)	3(10.71)	0(0)	28	389.2857	2
The organization identifies the advantages of specific potential supply alliances and develops and manage them	9(32.14)	15(53.57)	3(10.71)	1(3.57)	0(0)	28	414.2857	3
	6(21.42)	17(60.71)	3(10.71)	2(7.14)	0		396.4286	

Values in parentheses () are row percentages, while values outside parentheses are frequencies.

Table 4.9 shows that 64.28% and 60.71% of the respondents agree that the firm uses Information Technology (IT) function to develop a data management system and the

organization identifies the advantages of specific potential supply alliances and develops and manage them respectively. 35.71% of the respondents strongly agree that the organization can develop and manage the firm's supply strategy as an integrated whole. 10.71% of the respondents disagree that the firm uses Information Technology (IT) function to develop a data management system. 10.71% of the respondents are not sure whether the organization identifies the advantages of specific potential supply alliances and develops and manage them, the firm designs and manages the firm's supply base in line with its strategic objectives and whether the organization can develop and manage the firm's supply strategy as an integrated whole. None of the respondents disagree that the organization can develop and manage the firm's supply strategy as an integrated whole.

On ranking the capabilities on the basis of mean, the capabilities, in order of popularity, were rated as the organization can develop and manage the firm's supply strategy as an integrated whole, T The firm designs and manages the firm's supply base in line with its strategic objectives the firm designs and manages the firm's supply base in line with its strategic objectives, the organization identifies the advantages of specific potential supply alliances and develops and manage them and the firm uses Information Technology (IT) function to develop a data management system.

4.7 Access to Credit Facility Influence on the Performance of Event Management

4.7.1 Access to financial credit facilities for the organization

Table 4.10 Respondents perception on access to financial credit facilities for the organization

The following table shows the Respondents perception on access to financial credit facilities for the organization

Content	Strongly agree 5	Agree 4	Not sure 3	Disagree 2	Strongly disagree 1	Total	Mean	Ranking
The location of the firm affects access to finance	10(35.71) 178.5714	16(57.14) 228.5714	0(0) 0	2(7.14) 14.28571	0(0) 0	28	421.4286	1
The industry of the firm affects access to finance	5(17.85) 89.28571	20(71.42) 285.7143	3(10.71) 32.14286	0(0) 0	0(0) 0	28	407.1429	2
The firm size affects access to finance	6(21.42) 107.1429	18(64.28) 257.1429	4(14.28) 42.85714	0(0) 0	0(0) 0	28	407.1429	3
The age of the firm affects access to finance	6(25) 125	18(64.28) 257.1429	0(0) 0	3(10.71) 21.42857	0(0) 0	28	403.5714	4
The firm's business information affects access to finance	3(10.71) 53.57143	18(75) 300	0(0) 0	3(14.28) 28.57143	0(0) 0	28	382.1429	6
The legal status of the firm affects access to finance	5(17.85) 89.28571	18(64.28) 257.1429	3(10.71) 32.14286	2(7.14) 14.28571	0(0) 0	28	392.8571	5
The firm's collaterals affects access to finance	2(7.14) 35.71429	21(75) 300	2(7.14) 21.42857	3(10.71) 21.42857	0(0) 0	28	378.5714	7

Values in parentheses () are row percentages, while values outside parentheses are frequencies.

Table 4.10 shows that 75% and 71.42% of the respondents agree that the firm's collaterals affect access to finance and that the industry of the firm affects access to finance respectively. 35.71% and 21.42% of the respondents strongly agree that the location of the firm affects access to finance and that the industry of the firm affects access to finance respective. 14.28% of the respondents disagree that the firm's business information affects access to finance. 14.28% of the respondents are not sure whether the firm size affects access to finance. None of the respondents disagreed that the industry of the firm affects access to finance and that the firm size affects access to finance. None of the respondents are neutral that the age of the firm affects access to finance and that the firm's business information affects access to finance.

On ranking the access to credit facility on the basis of mean, the access, in order of popularity, were rated as the location of the firm affects access to finance, the industry of the firm affects access to finance, the firm size affects access to finance, the age of the firm affects access to finance, the legal status of the firm affects access to finance, the firm's business information affects access to finance and the firm's collaterals affects access to finance.

4.7.2 Access to capital in terms of human capital and other assets for the organization

Table 4.11 Respondents perception access to capital in terms of human capital and other assets for the organization

The following table shows the Respondents perception access to capital in terms of human capital and other assets for the organization

Content	Strongly agree 5	Agree 4	Not sure 3	Disagree 2	Strongly disagree 1	Total	Mean	Ranking
The location of the firm affects access to capital	10(35.71) 178.5714	16(57.14) 228.5714	0(0) 0	2(7.14) 14.28571	0(0) 0	28	421.4286	1
The industry of the firm affects access to capital	5(17.85) 89.28571	21(75) 300	3(7.14) 21.42857	0(0) 0	0(0) 0	28	410.7143	2
The firm size affects access to capital	5(17.85) 89.28571	20(71.42) 285.7143	1(3.57) 10.71429	2(7.14) 14.28571	5(17.85) 0	28	400	3
The age of the firm affects access to capital	4(14.28) 71.42857	21(75) 300	0(0) 0	3(10.71) 21.42857	0(0) 0	28	392.8571	4
The firm's business information affects access to capital	5(17.85) 89.28571	17(60.71) 242.8571	3(10.71) 32.14286	2(7.14) 14.28571	1(3.57) 3.571429	28	382.1429	6
The legal status of the firm affects access to capital	4(14.28) 71.42857	21(75) 300	0(0) 0	3(10.71) 21.42857	0(0) 0	28	392.8571	5
The firm's collaterals affects access to capital	2(7.14) 35.71429	21(75) 300	2(7.14) 21.42857	3(10.71) 21.42857	0(0) 0	28	378.5714	7

Values in parentheses () are row percentages, while values outside parentheses are frequencies.

Table 4.11 show that 75% of the respondents agree that the legal status of the firm affects access to capital and the firm's collaterals affects access to capital. In addition, 17.85% of the respondents strongly agree that the firm's business information affects access to capital, the firm size affects access to capital and the industry of the firm affects access to capital. 10.71% of the respondents disagree that the firm's collaterals affects access to capital, the legal status of the firm affects access to capital and that the age of the firm affects access to capital. 10.71% are not sure that whether the firm's business information affects access to capital. 60.71% of the respondents agree that the firm's business information affects access to capital while 71.42% agree that the firm size affects access to capital.

On ranking the access to capital in terms of human capital on the basis of mean, the access, in order of popularity, were rated as the location of the firm affects access to capital, the industry of the firm affects access to capital, the firm size affects access to capital, The age of the firm affects access to capital, the legal status of the firm affects access to capital, the firm's business information affects access to capital and the firm's collaterals affects access to capital.

4.7.3 Effects of access to credit on organization performance

Table 4.12 Respondent's perception on effects of access to credit on organization performance

The following table shows the Respondent's perception on effects of access to credit on organization performance

Content	Strongly agree 5	Agree 4	Not sure 3	Disagree 2	Strongly disagree 1	Total	Mean	Ranking
The organization is highly profitable						28		3
	7(25) 125	18(64.28) 257.1429	0(0) 0	3(10.71) 21.42857	0(0) 0		403.5714	
The company has a positive stock returns						28		1
	10(35.71) 178.5714	16(57.14) 228.5714	0(0) 0	2(7.14) 14.28571	0 0		421.4286	
The organization has maximized its performance						28		5
	2(7.14) 35.71429	21(75) 300	2(7.14) 21.42857	3(10.71) 21.42857	0(0) 0		378.5714	
The firm has a good return on investments						28		2
	6(21.42) 107.1429	18(64.28) 257.1429	4(14.28) 42.85714	0(0) 0	0(0) 0		407.1429	
The firm has a strong competitive advantage						28		4
	5(17.85) 89.28571	18(64.28) 257.1429	3(10.71) 32.14286	2(7.14) 14.28571	0(0) 0		392.8571	

Values in parentheses () are row percentages, while values outside parentheses are frequencies.

Table 4.12 shows that 75% of the respondents agree that the organization has maximized its performance. 35.71% of the respondents strongly agree that The Company has a positive stock returns. 10.71% of the respondents disagree that the organization has maximized its performance and that the organization is highly profitable. In addition, 14.28% of the respondents are not whether the firm has a good return on investments. 64.28% of the

respondents agree that the firm has a good return on investments and that the firm has a strong competitive advantage.

On ranking the performance on the basis of mean, the performance, in order of popularity, were rated as the company has a positive stock returns, the firm has a good return on investments, the organization is highly profitable, the firm has a strong competitive advantage and the organization has maximized its performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings of the research, discusses the results, draws conclusions and makes recommendations for factors influencing the performance of events management firms in Nairobi.

5.2 Summary of Findings

Significant findings that arose from the study were;

The ways of mitigating supply chain events in order of popularity: the system used can analyze plans and operational data as well as identify historical patterns, the system used ensures that the expected events take place always, the system used can collect and store a large amount of data, the system used is independent from vendors, the system used is able to manage inconsistent events such as events that have information that deviates from plans, the system used is able to manage missing events such as events that do not occur in the expected time frame, the system in place can deduce milestone parameters that are associated with costs, the system can accept the collected data without any modification, the system used is able to manage external events such as events that occur outside of the control of the participants, the system has a deployment method that is already in place, the system in place identifies applicable milestones on the supply chain networks and the system identifies the expected time frame of my supply chain.

The capabilities of supply chain management systems in place in order of popularity: the supply chain management system (SCEM) in place can recognize the impact of events within the larger context, the SCEM being used can verify the effectiveness of corrective actions, the SCEM in place does more than track and trace of the system, the SCEM is able to properly assess the potential for disruption (or possibly lack of), the SCEM used can automatically increase or lower Event severity, the SCEM in place monitors and analyses systems across different supply chain segments, and the SCEM used is able to identify events and their impact.

The areas of improvement in order of popularity: business development and management expertise, general management and interpersonal skills, structuring supplier relationships, supplier cost targeting, monitoring and interpreting supplier market trends and technical skills of managers and employees.

Capabilities of supply chain management skills in order of popularity: the organization can develop and manage the firm's supply strategy as an integrated whole, the firm designs and manages the firm's supply base in line with its strategic objectives the firm designs and manages the firm's supply base in line with its strategic objectives, the organization identifies the advantages of specific potential supply alliances and develops and manage them and the firm uses Information Technology (IT) function to develop a data management system.

Access to financial credit facility for the organization in order of popularity: the location of the firm affects access to finance, the industry of the firm affects access to finance, the firm size affects access to finance, the age of the firm affects access to finance, the legal status of the firm affects access to finance, the firm's business information affects access to finance and the firm's collaterals affects access to finance.

Access to capital in terms of human capital in order of popularity: the location of the firm affects access to capital, the industry of the firm affects access to capital, the firm size affects access to capital, The age of the firm affects access to capital, the legal status of the firm affects access to capital, the firm's business information affects access to capital and the firm's collaterals affects access to capital.

Firm's performance in order of popularity: the company has a positive stock returns, the firm has a good return on investments, the organization is highly profitable, the firm has a strong competitive advantage and the organization has maximized its performance.

5.3 Discussion

5.3.1 Supply chain networks on event management performance

The study sought to find out the areas in which supply chain networks affect businesses. The areas that were cited by the respondents are development of technical skills, business development, expertise management, monitoring of market trends, general business management and the development of interpersonal skills. This matches Carr and Smeltzer (2000) literature that cites that some skills are especially important with respect to strategic supply management, including the ability to monitor and interpret supplier market trends, general management skills such as decisiveness and interpersonal skills, and technical skills to help suppliers improve their processes and products.

The study sought to identify the positive effectives of supply chain networks on businesses. The positive effects that were cited by the respondents were profit maximization, enhanced business growth, reduction cost of running business, increased efficiency and enhanced business management. This matches Pedro and Martínez (2001) literature that cites that

supply chain networks provides value in the area of cost management and that effective management of the cost of inputs to production saves the firm dollars that go straight to the firm's bottom line profits.

The study sought to find out the ways of mitigating supply chain events. The study found out That the major way is that the system used can analyze plans and operational data as well as identify historical patterns. This matches literature by Nagy that states that in order to properly interpret the meaning of an event, SCEM must first identify applicable milestones along with their expected time frame. The literature continues to say that advanced SCEM is also capable of deducing milestone parameters, associated costs and expected data by analyzing plans, operational data and historical patterns (Nagy, 2010).

The study also found out that the system used can collect and store a large amount of data as a way of mitigating supply chain events. This matches literature by Zsidisin and Ritchie which states that SCEM involves the gathering of large amount of data from disparate sources although SCEM deployment should not be treated as yet another integration task (Zsidisin and Ritchie 2009).

The study sought to analyze the capabilities of the supply chain management system in place. The study found out that the main capabilities are that the supply chain management system (SCEM) in place can recognize the impact of events within the larger context and that the SCEM is able to properly assess the potential for disruption (or possibly lack of). This matches literature by Jüttner which states that advanced SCEM is capable of identifying potential disruptions as a result of a combination of events. The literature adds that these events, when considered separately, may not signify a problem. However, when analyzed

over time and against the overall supply chain state, advanced SCEM is able to properly assess their potential for disruption (Jüttner 2005).

5.3.2 Management Skills Influence in Supply Chain Performance of Event Management

The study sought to find out how proper management of the supply chain network adds value in cost management. The respondents cited proper management of costs of materials, accountability and transparency in accounts records, efficient communication with suppliers which makes the delivery of materials fast. This matches literature by Tan which states that SCEM helps the supply management function to establish close relationships where appropriate with suppliers to improve the efficient quality and delivery of materials (Tan, 2001).

The study sought to find out the parts of the organization that require improvement. The study found that that the parts that required most improvement are business development and management expertise as well as general management and interpersonal skills. The study also sought to find out the firms capabilities of the supply chain management skills. The study found out that the main capability is that the organization can develop and manage the firm's supply strategy as an integrated whole. This matches literature by Pearson and Gritzmacher which states that companies must upgrade the supply management skills of its professionals before they could have a strategic orientation (Pearson and Gritzmacher, 1990).

5.3.3 Access to Credit Facility Influence on the Performance of Event Management

The study sought to find out factors for accessing financial credit facilities for the organisation. The study found out that the main factors are the location of the firm and the

industry of the firm. Other factors that that came out of the study are the firm size and the age of the firm. The study also sought to find out the factors that affect access to capital in terms of human capital and other assets for the organization. The study found out that the main factors are the location of the firm, the industry of the firm, the firm size and the age of the firm.

Lastly, the study sought to find out the firms performance based on its access to credit facility financing. The study found out that the major outcomes are positive stock returns, good return on investments and high profits. This matches the literature by Chowdhury that states that favorable credit terms such as adequate loan amounts, affordable interest rates and flexible repayment schedules help SMEs keep enough finances to run their working capital activities, it helps them improve their performance because they will always have an opportunity cost of reinvesting their proceeds in order to generate more revenues something that increases on their return on capital employed. In return, their (SME) net profit margin will raise something that lifts the capital size (Chowdhury 2002).

5.4 Conclusion

Market demands, customer service, transport considerations, and pricing constraints all must be understood in order for a supply chain effectively. All these factors change constantly and sometimes unexpectedly and therefore an organization must realize this fact and be prepared to structure the supply chain accordingly. Structuring the supply chain requires an understanding of the demand patterns, service level requirements, distance considerations, cost elements and other related factors.

The probability of the above changes happening has triggered the desires to establish Supply Chain Event Management (SCEM). This study has found out that SCEM has helped organizations in monitoring the progress of activities across the Supply Chain network in order to discover deviations from the plan in real time. Once a deviation is discovered, the SCEM works by generating appropriate notification reports and triggers corrective measures. This is all aimed towards detecting and mitigating the impact of these occurrences in a timely fashion before they pose any risk, such as reducing customer satisfaction or service availability.

Organizations that do not embrace SCEM risk exposing their business to losses which may be contributed by unsatisfied customers, high cost of running the business, lack on business networking, lack of management skills, denied access to credit facilities and other business related attributes that could be easily solved by SCEM. The study has noted that a chain management framework has the operational processes that include customer integration, internal integration and supplier integration. Within customer integration you can build up cooperation with customers of choice. Internal integration links performed work to customer requirements and finally supplier integration links external work with internal work process. Hence, this study concludes that supply chain networks, management skills in supply chain and access to credit facility influence the performance of the event management industry.

5.5 Recommendations

Having established the factors that affect the performance of the event management industry, the study recommends that organizations that have not embraced an effective SCEM to

ensure that measures and initiatives are put in place to ensure well-coordinated operations in its supply chain. The organizations can achieve this by having SCEM as a core attribute to their success.

The study calls for organizations that have already put SCEM in place to ensure that the employees have access to a continuous training programs to build their knowledge on business development and be exposed to the current trends in supply chain that keep changing day in day out. The study also calls for companies in the event management industry to come up together and form networks that can be used as platform for marketing their businesses. Lastly, the study calls for the organizations to build business networks that will see them access credit facilities not only in commercial banks but also in micro finance institutions. This will ensure that the get enough capital that will see them expand their businesses.

5.6 Suggestions for further studies

The study has examined the factors that affect the performance of the event management industry: supply chain networks, management skills in supply chain and access to credit facility. However, with the day to day changing trends in the business world, the event management industry is being faced with several challenges. This study suggests for studies on the challenges that face event management industries in their endeavor to access credit facilities. Another area of study suggested by this study is the role of social media in the marketing of event management.

REFERENCES

- Allen, J. (2009). *Event Planning: The Ultimate Guide To Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events*. (2nd Ed.). Ontario: John Wiley and Sons.
- Anderson, M., & Katz, P. (1998). Strategic Sourcing. *International Journal of Logistics Management*, 9(1), 10-13.
- Bowersox, D. J., Closs, D. J., & Stank, T. P. (1999). *21st Century Logistics: making the supply chain integration a reality*. Oak Brook, IL: Council of Logistics Management.
- Cargan, L. (2007). *Doing Social Research*. UK: Rowman and Littlefield.
- Carr, A. S., & Pearson, J. N. (2002). The Impact of Purchasing and Supplier Involvement on Strategic Purchasing and its Impact on Firm's Performance. *International Journal of Operations and Production Management*, 22(9/10), 1032-1055.
- Carr, A. S., & Smeltzer, L. R. (2000). An Empirical Study of the Relationship among Purchasing Skills and Strategic Purchasing, Financial Performance, and Supplier Responsiveness. *Journal of Supply Chain Management*, 36(3), 40-54.
- Carter, J. R., & Narasimhan, R. (1996). A Comparison Of North American And European Future S Trends. *International Journal of Purchasing and Materials Management*, 32(2), 12-23.
- CBS-GoK. (2003). *Economic Survey, Report by Task Force on Micro and Small Scale Enterprises*:Nairobi. Ministry of Labour and Human Resource Development, Nairobi.
- CBS-GoK. (2007). *Economic survey*. Ministry for Planning and National Development, Nairobi.

- Christou, I. T. (2012). *Quantitative Methods in Supply Chain Management: Models and Algorithms*. New York: Springer.
- Cross D. J., & Mollenkopf D. A. (2004). A global supply chain management. *Industrial Marketing Management*, 33, pp. 37-44.
- Damster, G. (2005). *Event Management: A Professional and Developmental Approach*. (2nd Ed.). South Africa: Juta and Company Ltd.
- Dubois, A., Hulthén, K., & Pedersen, A. (2004). Supply chains and interdependence: a theoretical analysis. *Journal of Purchasing & Supply Management*, vol 10, pp. 3-9.
- Ellram, L. M., & Carr, A. S. (1994). Strategic Purchasing: A History and Review of the Literature. *International Journal of Purchasing and Materials Management*, 30 (2), 10-18.
- Engelhardt, H., Kohler, H., & Prskawetz, A. (2009). *Causal Analysis in Population Studies: Concepts, Methods, Applications*. Vienna, Austria: Springer.
- Ferreira, M. A., & Vilela, A. (2004). Why do Firms Hold Cash? Evidence from EMU.
- Ford, D., Gadde, L., Håkansson, H., & Snehota, I. (2003). *Managing Business Relationships*. (2nd Ed.). London: Wiley.
- Gadde, L., & Snehota, I. (2000). Making the most of supplier relationships. *Industrial Marketing Management*, vol. 29 pp. 305-316.
- Giunipero, L. C., & Percy, D. H. (2000). World-Class Purchasing Skills: An Empirical Investigation. *Journal of Supply Chain Management*, 36 (4), 4-15.
- Håkansson, H., & Snehota, I. (1989). No Business is an Island: the Network Concept of Business Strategy. *Scandinavian Journal of Management*, vol. 5 no. 3, pp. 187-200.

- Håkansson, H., & Snehota, I. (1995). *Developing relationships in business networks*. (Eds.). New York: Routledge.
- Harland, C. M., & Knight, L. A. (2001). Supply strategy: a corporate social capital perspective. *Research in the Sociology of Organisations: Social Capital of Organisations*. JAI Press, Elsevier Science, London, 18, pp. 151–183.
- Johnson, R. E., Leenders, M. R., & Fearon, H. E. (1998). Evolving Roles and Responsibilities of Purchasing Organizations. *International Journal of Purchasing and Materials Management*, 34 (1), 2-11.
- Johnson, M. E. (2001). Learning From Toys: Lessons in Managing Supply Chain Risk from the Toy Industry. *California Management Review*, Vol. 43, 106-124.
- Jung, H., Chen, F., & Jeong, B. (2007). *Trends in Supply Chain Design and Management: Technologies and Methodologies*. Blacksburg: Springer.
- Jüttner, U. (2005). Supply Chain Risk Management - Understanding the business requirement from a practitioner perspective. *The International Journal of Logistics Management*, 16, 1, 120-141.
- Kilkenny, S. (2011). *The Complete Guide to Successful Event Planning*. (2nd Ed.). Ocala Florida: Atlantic Publishing Company.
- Kotzab, H., Seuring, S., Muller, M., & Reiner, G. (2005). *Research Methodologies in Supply Chain Management*. Germany: Springer.
- Lambert, D. M. (2004). The Eight Essential Supply Chain Management Processes. *Supply Chain Management Review*, vol.8, issue 6.
- Lambert D. M., & Cooper, M. C. (2000). Issues in Supply Chain Management. *Industrial Marketing Management*, 29, pp. 65-83.

- Lepak, D. P., & Snell, S. A. (1999). The Human Resource Architecture: Toward a Theory of Human Capital Allocation and Development. *Academy of Management Review*, 24(1), 31-50.
- Nagy, J. (2010). Types of Supply Chains and tools for management. Doctoral dissertation, Corvinus University of Budapest.
- Pearson, J. N., & Gritzmacher, K. J. (1990). Integrating Purchasing into Strategic Management. *Long Range Planning*, 23 (3), 91-109.
- Raj, R., & Musgrave, J. (2009). *Event Management and Sustainability*. Oxford shire, OX: CABI.
- Richey, R. C., & Klein, J. D. (2007). *Design and Development Research: Methods, Strategies, and Issues*. New Jersey: Routledge.
- Ritchie, B., & Brindley, C. (2007). An Emergent Framework for Supply Chain Risk Management and Performance Measurement. *Journal of the Operational Research Society*, 58, 11, 1398-1411.
- Ritchie, B., & Brindley, C. (2000). Disintermediation, Disintegration and Risk in the SME Global Supply Chain. *Management Decision*, Vol 38, 575-583.
- Roshan, G. (2003). *Dynamic Configuration and Synchronization of Collaborative E-Supply Chain Networks*. PhD Dissertation, National University of Singapore.
- Silver, L. S., Stevens, R. E., Wrenn, B., & Loudon, D. L. (2012). *The Essentials of Marketing Research*. (3rd Ed.). New York: Routledge.
- Singh, Y. K. (2008). *Research Methodology: Techniques and Trends*. New Delhi: APH Publishing.

- Stillwell, J. C. H., & Clarke, M. (2011). *Population Dynamics and Projection Methods*. UK: Springer.
- Tan, K. C. (2001). A framework of supply chain management literature. *European Journal of Purchasing & Supply Management*, 7 pp. 39-48.
- Tan, K. C., Kannan, V. R., & Handfield, R. B. (1998). Supply Chain Management: Supplier Performance and Firm Performance. *International Journal of Purchasing and Material Management*, Summer, 2-9.
- Zsidisin, G. A., & Ritchie, B. (2009). Supply Chain Risk Management- Developments, Issues and Challenges. *International Journal of Physical Distribution and Logistics Management*, 34, 5, 397-413.
- Zsidisin, G. A. (2003). Managerial perceptions of supply risk. *Journal of Supply Chain Management*, Vol. 39, 14-25.

APPENDIX I:
COVER LETTER

JOYCE KIMANI,
UNIVERSITY OF NAIROBI,
P.O. BOX 30197,
NAIROBI.

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH PROJECT

I wish to request you to kindly participate in a management research project that I am currently undertaking as part of my Master of Arts in Project planning and Management at University of Nairobi (UON). My research project seeks to investigate the factors influencing the performance of events management firms in nairobi, kenya.

The objective of this study is to establish the role of supply chain networks and how it affects event planning. The study seeks to determine how supply networks influence performance of event management, establish how management skills in supply chain influences performance and how access credit facilities influence performance of event management.

The information you provide will be strictly used for academic purposes and will not be disclosed to third parties. The identity and information of your organization will be treated confidentially.

Yours Sincerely,

JOYCE KIMANI.

APPENDIX II: QUESTIONNAIRE

This study is purely an academic research, your participation in filling this questionnaire is highly appreciated, and the information given will be kept confidential. Kindly fill where appropriate.

A. Demographics

1. Gender

Male () Female ()

2. What is your education background?

Primary () Secondary () Certificate () Diploma () Degree ()

Other () specify.....

3. How long have you worked in the events and management business?

1-5 Years () 6-10 Years () 11-15 Years () 16-20 Years

Above 21 Years ()

4. Is the current business your own or are you an employee?

Owner () Partner () Employee () Other () specify.....

5. Does your organization use supply chain networks?

Yes () No ()

6. How many supply chain networks do you use?

.....

7. How often do you change these networks?

.....

B. Supply Chain Networks Influence on Event Management Performance

8. Which areas do supply chain networks affect your business?

.....
.....
.....
.....

9. What are the positive effects of supply chain networks on your business?

.....
.....
.....
.....

10. What are the negative effects of supply chain networks on your business?

.....
.....
.....
.....

11. Do you have a system in place that you use to monitor the supply chain networks?

Yes () No ()

12. How do you mitigate the impact of supply chain networks negative events?

.....
.....
.....
.....

13. Using the following key: 5=strongly agree, 4=agree, 3=not sure, 2=disagree and 1=strongly disagree; how would you relate to the following ways of mitigating supply chain events?

	5	4	3	2	1
The system in place identifies applicable milestones on the supply chain networks					
The system identifies the expected time frame of my supply chain					
The system in place can deduce milestone parameters that are associated with costs					
The system used can analyze plans and operational data as well as identify historical patterns					
The system used ensures that the expected events take place always					
The system used ensures that the expected events take place always					
The system used is able to manage missing events i.e. events that do not occur in the expected time frame					
The system used is able to manage inconsistent events i.e. events that have information that deviates from plans					
The system used is able to manage external events i.e. events that occur outside of the control of the participants					
The system used can collect and store a large amount of data					
The system has a deployment method that is already in place					

The system can accept the collected data without any modification					
The system used is independent from vendors					

14. Using the following key: 5=strongly agree, 4=agree, 3=not sure, 2=disagree and 1=strongly disagree; how would you relate to the following analysis capabilities of the supply chain management system in place?

	5	4	3	2	1
The supply chain management system (SCEM) in place can recognize the impact of events within the larger context					
The SCEM is able to properly assess the potential for disruption (or possibly lack of)					
The SCEM in place monitors and analyses systems across different supply chain segments					
The SCEM in place does more than track and trace of the system					
The SCEM used is able to identify events and their impact					
The SCEM used can automatically increase or lower Event severity					
The SCEM being used can verify the effectiveness of corrective actions					

C. Management Skills Influence in Supply Chain Performance of Event Management

15. How has proper management of the supply chain network added value in the area of cost management?

.....

.....
.....

16. How has proper management of the supply chain network added value in the area of corporate revenue realization?

.....
.....
.....
.....

17. How has proper management of the supply chain network added value in the area of competitive cost position?

.....
.....
.....
.....

18. Using the following key: 1=Least Improvement Needed; 2= Little Improvement Needed; 3=No Improvement Needed; 4=Much Improvement Needed; and 5=Most Improvement Needed; which parts of the organization do think require improvement?

	5	4	3	2	1
Technical skills of managers and employees					
Business development and management expertise					
Monitoring and interpreting supplier market trends					
Structuring supplier relationships					
Supplier cost targeting					
General management and interpersonal skills					

19. Using the following key: 5=strongly agree, 4=agree, 3=not sure, 2=disagree and 1=strongly disagree; how would you relate to the following firm capabilities of the supply chain management skills?

	5	4	3	2	1
The organization can develop and manage the firm's supply strategy as an integrated whole					
The firm uses Information Technology (IT) function to develop a data management system					
The firm designs and manages the firm's supply base in line with its strategic objectives					
The organization identifies the advantages of specific potential supply alliances and develops and manage them					

D. Access to Credit Facility Influence on the Performance of Event Management

20. Using the following key: 5=strongly agree, 4=agree, 3=not sure, 2=disagree and 1=strongly disagree; how would you relate to the following statements when it comes to accessing financial credit facilities for the organization?

	5	4	3	2	1
The location of the firm affects access to finance					
The industry of the firm affects access to finance					
The firm size affects access to finance					
The age of the firm affects access to finance					
The firm's business information affects access to finance					
The legal status of the firm affects access to finance					
The firm's collaterals affects access to finance					

21. Using the following key: 5=strongly agree, 4=agree, 3=not sure, 2=disagree and 1=strongly disagree; how would you relate to the following statements when it comes to accessing capital i.e. human capital and other assets for the organization?

	5	4	3	2	1
The location of the firm affects access to capital					
The industry of the firm affects access to capital					
The firm size affects access to capital					
The age of the firm affects access to capital					
The firm's business information affects access to capital					
The legal status of the firm affects access to capital					
The firm's collaterals affects access to capital					

22. Using the following key: 5=strongly agree, 4=agree, 3=not sure, 2=disagree and 1=strongly disagree; evaluate each statement and tick in the appropriate box based on the firm's performance.

	5	4	3	2	1
The organization is highly profitable					
The company has a positive stock returns					
The organization has maximized its performance					
The firm has a good return on investments					
The firm has a strong competitive advantage					

THANK YOU