

**INFLUENCE OF LOGISTIC CAPABILITIES ON THE PERFORMANCE OF
EVENT MANAGEMENT FIRMS IN NAIROBI COUNTY, KENYA**

BY

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**A THESIS SUBMITTED TO THE SCHOOL OF TOURISM, HOSPITALITY
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REQUIREMENTS FOR THE DEGREE OF MASTER OF
HOSPITALITY MANAGEMENT**

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DECLARATION

Declaration by the student

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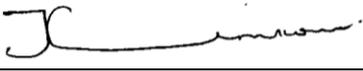
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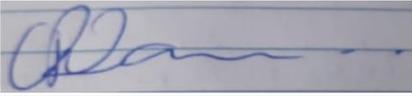
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DEDICATION

This work is dedicated to my family for their unwavering love, patience, and encouragement throughout this academic journey. Their faith in me provided the motivation to persevere even during the most demanding moments of research and writing. I also dedicate this thesis to all professionals in the event management industry in Kenya who continually strive to enhance operational efficiency, creativity, and excellence through logistics innovation.

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ABSTRACT

The event management industry is vital to Kenya's service sector, especially in Nairobi County, where weddings, conferences, corporate activations, and public events generate substantial demand for coordinated services. As competition grows, firms rely heavily on logistics to deliver quality services timely vendor coordination, equipment movement, venue setup/teardown, and just-in-time information sharing. However, little research has examined how logistics capabilities affect firm performance in Kenya, leaving managers with limited evidence to guide investments in systems, skills, and processes. This study examines how logistics capabilities shape the performance of event management firms in Nairobi County. The specific objectives were to assess the effects of logistics innovation, logistics service quality, logistics information integration, and operational capabilities on firm performance in Nairobi County. This study was guided by the dynamic capabilities framework and the resource-based view theory, which together emphasize how firms sense opportunities, reconfigure resources, and deploy distinctive capabilities to achieve superior performance. The study employed explanatory and descriptive research designs to both characterize current practice and model cause-effect relationships between logistics capabilities and firm outcomes. The target population comprised 411 registered event management firms, out of which 203 event managers formed the sample size. Data was obtained using questionnaires geared to capture capability maturity and perceived performance, and systematic random sampling was used to select respondents to enhance representativeness while minimizing selection bias. Regression results indicated strong explanatory power: innovation ($R^2 = 0.504$; $\beta = 0.451$), service ($R^2 = 0.385$; $\beta = 0.267$), and information integration ($R^2 = 0.485$; $\beta = 0.707$) showed positive, statistically significant effects, while operational capability ($R^2 = 0.969$; $\beta = 0.127$) was significant as an independent variable, but was comparatively weaker and not consistently robust in the combined model ($\beta = 0.085$). Information integration capability exhibits the most substantial impact on firm performance, emphasizing the centrality of efficient information management processes such as real-time coordination, interoperable tools, and accurate data sharing across partners. Innovation and service capabilities also contribute significantly by enabling new solutions, personalization, reliability, and rapid problem solving; whereas operational capability, despite its significance in routine execution, exerts a comparatively lesser influence without complementary information and service enhancements. The study concludes that logistic capabilities have a significant positive effect on the performance of event management firms in Nairobi County. Limitations include the cross-sectional, self-reported design and a focus on Nairobi County; future studies should employ longitudinal or mixed-method approaches, incorporate objective performance metrics, and test generalizability across counties and market segments. The study recommends that event management firms prioritize information integration and innovation, supported by advanced systems and a culture of creativity. Additionally, they should enhance service delivery through personalization, and improve operational efficiency across all capabilities to sustain competitive advantage and consistently meet client expectations in a fast-moving market.

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OPERATIONAL DEFINITION OF TERMS

Event Management Firms: Registered businesses that plan, organize, coordinate, and deliver events for clients (e.g., conferences, weddings, corporate activations) (Bladen et al., 2022). In this study: Event management firms refers to licensed companies operating in Nairobi County that provide end-to-end event planning and delivery for commercial purposes.

Firm Performance: The overall effectiveness and efficiency of an organization in achieving targeted outcomes over time (Charles & Ochieng, 2023a; Taouab & Issor, 2019). In this study: Firm performance refers to the performance of event management firms in Nairobi County as reflected in growth, profitability, customer satisfaction, market share, and repeat business.

Logistic Capabilities: The bundled attributes, skills, processes, and knowledge that enable a firm to achieve superior performance and sustained competitive advantage (Gligor & Holcomb, 2012). In this study: Logistics capabilities refers to the integrated set of resources that allow event management firms to plan, coordinate, and execute events successfully comprising four focal sub-capabilities: logistics innovation, logistics service capability, logistic information integration capability, and operational capability.

Logistic Information Integration Capability: The capacity to combine, share, and synchronize information from heterogeneous internal and external sources to improve coordination and responsiveness (Mellat-Parast & Spillan, 2014; Zhao et al., 2011; Wong et al., 2011). In this study: Logistic information integration capability refers to how event

management firms in Nairobi County consolidate and exchange accurate, real-time data with clients, suppliers, and partners (e.g., interoperable tools, shared schedules, confirmations) to streamline planning and delivery.

Logistic Service Capability: The ability to configure and deploy logistics resources to deliver customer-satisfying services (Lai, 2004; Lu & Yang, 2010). In this study: Logistics service capability refers to the client-facing delivery quality of event management firms timeliness, reliability, accuracy, flexibility, and service recovery that ensures events meet or exceed client expectations in Nairobi County.

Operational Capability: A firm's ability to deploy and manage processes, technologies, and people to efficiently produce goods or deliver services (Winter, 2003; Wu et al., 2006). In this study: Operational capability refers to the internal execution strength of event management firms planning and scheduling, resource allocation, vendor coordination, risk and compliance management, and on-site control to ensure timely, high-quality event delivery.

ABBREVIATIONS AND ACRONYMS

CRA	Commission of Revenue Allocation
GOK	Government of Kenya
ISES	International Special Events Society
RBV	Resource based view
SDGs	Sustainable Development Goals
SSA	Sub-Saharan Africa
UN	United Nations
WB	World Bank

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter presents the background of the study, statement of the problem, objectives of the study, research hypothesis, significance of the study, assumptions of the study and finally the scope of the study.

1.1 Background of the study

Events today span corporate meetings, exhibitions, conferences, festivals, trade shows, concerts, weddings, and major sports tournaments. Beyond social meaning, they carry measurable economic weight and have become a distinct pillar of the global service economy (Singh et al., 2023; Fisher et al., 2024; Papageorgiou & Poulaki, 2022; Swiatek, 2023). Over the past two decades, the sector's growth has been marked by greater scale, frequency, and complexity, with spillovers into employment, urban regeneration, and destination branding (Berners, 2023; Hind et al., 2023; Collins et al., 2023; Sibiya et al., 2023). These shifts raise expectations around quality, safety, inclusivity, and returns, placing new performance demands on firms that design and deliver events.

Globally, event management sits within tourism and hospitality, contributing to cultural exchange and the economic vitality of cities and regions (Nawarathna & Arachchi, 2021; Kolb, 2021). When strategically planned and responsibly hosted, events catalyze investment in venues and transport, strengthen accommodation and neighborhood amenities, and reinforce a locale's brand (Barron & Ali-Knight, 2017; Antchak et al., 2019; Camilleri, 2021). In this context, firm-level performance becomes a competitive asset for destinations, not just for individual providers.

At the firm level, performance is multidimensional: effectiveness (goal attainment), efficiency (resource productivity), stakeholder relevance (fit with client/partner needs), and financial outcomes such as profit margins, ROI, and ROA (Cosa & Urban, 2023; Chrysafis et al., 2024; Laksito & Saputra, 2022). Non-financial indicators client satisfaction, employee well-being, and social responsibility also matter strategically, (Alodat et al., 2022; Zarzycka & Krasodomska, 2022; Mio et al., 2022). High-performing event firms tend to integrate logistics deeply with creative design, sales, supplier management, and on-site delivery, treating logistics as an orchestrating capability rather than a back-office function.

Logistics is foundational because it coordinates people, materials, information, and services under tight deadlines and high visibility (Basana et al., 2024). Logistics capabilities are firm-specific bundles that combine assets, digital systems, routines, and team skills to align suppliers, venues, performers, service vendors, regulators, sponsors, and audiences (Bag et al., 2020; Song et al., 2022; Sreedevi et al., 2023). When executed well, logistics reduces waste and rework, shortens lead times, and builds client confidence through visible reliability (Ali et al., 2020; Bui et al., 2021). These gains translate into stronger reputations and financial performance (Aziz et al., 2020; Durst & Evangelista, 2018).

This study recognizes four logistics capability dimensions innovation, service, information integration, and operations and defines them once here to avoid repetition. Innovation capability renews processes and assets to deliver more with less risk (Wang et al., 2020a; Deng & Noorliza, 2023). Service capability covers distribution, warehousing, venue set-up, crew scheduling, inventory control, and on-time delivery attributes that create reliability, adaptability, and repeat business (Naim

& Gosling, 2023; Lin et al., 2023; Prataciera et al., 2023; Zhang et al., 2023; Charles & Ochieng, 2023b). Information integration capability ensures timely, accurate, shared data for coordinated decisions and agile response to change (Sitinjak et al., 2023; Ahmad & Sanjog, 2023; Golpîra et al., 2021; Yu et al., 2021; de Camargo Fiorini & Jabbour, 2017; Parhi et al., 2022). Operational capability translates plans into outcomes mobilizing people and resources, managing queues and crowd flows, meeting compliance and safety requirements, and closing events with minimal disruption (Wu et al., 2006; Winter, 2003; Hua et al., 2022; Richey et al., 2022; Meredith & Shafer, 2023; Jeremiah, 2023). In subsequent sections, these dimensions are referenced collectively as “the four logistics capabilities” without restating their full descriptions.

These capabilities matter because events have fixed timelines, captive audiences, and real-time quality assessment. Small upstream slips late deliveries, mis-sequenced build-outs, unclear run-sheets can compound into visible failures. Conversely, robust logistics buffers variability: vendor delays are absorbed, last-minute changes are triaged, and safety controls remain intact. In markets where clients can switch providers easily, consistent “on-time, to-spec” delivery becomes a durable edge.

Despite substantial global literature on logistics capabilities and performance, empirical work in emerging markets is limited especially for event firms in rapidly growing Sub-Saharan African cities. Kenya is illustrative. Nairobi is a regional hub for conferences, corporate launches, exhibitions, and cultural festivals, supported by flight connectivity, a diversified business base, and a maturing hospitality landscape. These assets raise the bar for punctuality, safety, professional staffing, audiovisual quality, and risk management. Local commentaries attribute underperformance to

planning gaps, ad-hoc supplier relations, and limited data use in scheduling and inventory control (Normal, 2018). Accordingly, this study avoids duplicating definitional content and focuses analysis on how the four capabilities operate in Nairobi's conditions. Firms that codify processes, integrate suppliers more tightly, digitize planning/field coordination, and invest in team skills can raise reliability while lowering cost-to-serve.

In Kenya's context, public-facing expectations are also shifting. Clients including public agencies, multinationals, and creative producers now weigh safety culture, environmental stewardship, and inclusivity. Logistics sits at these intersections: route planning reduces congestion; inventory choices limit waste; energy and transport decisions affect footprints; and staff scheduling influences work quality and safety. Thus, logistics is not merely throughput; it is where many financial and non-financial performance indicators are actively shaped.

This study positions logistics capabilities as primary explanatory variables for event-firm performance in Nairobi County. It examines how the four logistics capabilities associate with outcomes that matter in this market: client satisfaction and retention, schedule adherence, cost control, health and safety compliance, and financial indicators such as margins and ROI. By focusing on capabilities rather than isolated practices the study aligns with resource-based and dynamic capabilities perspectives that emphasize firm-specific bundles of assets, routines, and learning as drivers of advantage and adaptability. To maintain brevity and coherence, the capability set is cited without redefinition when referenced later. The contribution is twofold: (i) it addresses the empirical gap on logistics–performance links for Kenyan event firms, and (ii) it translates a broad capability framework into measurable dimensions and

actionable levers for practitioners and policymakers (e.g., prioritizing systems vs. skills vs. supplier integration; codifying critical processes; linking day-of-event indicators to longer-term performance).

Events contribute meaningfully to economic dynamism and place identity, and their successful delivery hinges on logistics capabilities that integrate people, processes, assets, and information under time pressure and public scrutiny. Nairobi's competitive event market makes these realities particularly salient. By examining the logistics–performance relationship in this setting, the study aims to generate evidence that strengthens operational reliability, improves client outcomes, and supports the sustainable growth of Kenya's event industry.

1.2 Statement of the problem

Kenya's events landscape spanning social, cultural, and corporate functions has expanded rapidly, with professional firms increasingly central to delivery (Idubor et al., 2020; Kangogo, 2020; Mwende et al., 2025; Cherono & Otieno, 2025). Yet firm performance remains uneven: while some providers achieve repeat business, growth, and strong client ratings, others face operational failures, dissatisfied clients, financial distress, and market exit (Korir, 2018; Cheruon et al., 2023; Wafula & Njuguna, 2025; Ngure, 2016; Wabuye, 2017; Kibet et al., 2025). In Nairobi County specifically, persistent stagnation for many firms contrasts with the steady profitability of a few (Wanjiru, 2012; Kimani, 2014), underscoring unresolved drivers of performance disparities. Prior work cites general factors managerial capacity, competition, and client expectations but gives limited attention to logistics capabilities that directly determine day-of-event execution: coordinated service design, timely information sharing, and resource alignment (Kariuki et al., 2020; Sang & Rotich, 2025; Riungu et

al., 2018; Hassan & Musau, 2025). Practical accounts in Nairobi highlight recurring logistics breakdowns supplier misalignment, venue coordination lapses, last-minute changes, and weak real-time communication leading to budget overruns and reputational damage (Korir, 2018; Mutie et al., 2023; Kimathi et al., 2025). Despite robust logistics scholarship in manufacturing, agro-processing, and food chains (Okumu, 2022; Ominde et al., 2022; Ngei & Lambaino, 2023; Nzuma & Ndeto, 2023; Ojwaka & Osoro, 2023), there is no context-specific, firm-level evidence on how discrete logistics capabilities innovation, service, information integration, and operations relate to performance outcomes in Nairobi's event firms. This gap limits actionable improvements in firm strategy and sector policy. This study directly addresses that gap by testing the influence of these four capabilities on performance among event management firms in Nairobi County.

1.3 Main objective of the study

The main objective of this study is to examine the influence of logistics capabilities on the performance of event management firms in Nairobi County, Kenya

1.4 Research Objectives

The objectives of this study were:

- i. To examine the influence of innovation capability on the performance of event management firms in Nairobi County, Kenya
- ii. To determine the influence of service capability on the performance of event management firms in Nairobi County, Kenya
- iii. To establish the influence of Information integration capability on the performance of event management firms in Nairobi County, Kenya.

- iv. To determine the influence of operational capability on performance of event management firms in Nairobi County, Kenya.

1.5 Research Hypotheses

The following were the hypotheses of the study

H₀₁: Innovation capability has no influence on the performance of event management firms in Nairobi County, Kenya

H₀₂: Service capability has no influence on the performance of event management firms in Nairobi County, Kenya

H₀₃: Information integration capability has no influence on the performance of event management firms in Nairobi County, Kenya.

H₀₄: Operational capability has no influence on the performance of event management firms in Nairobi County, Kenya.

1.6 Significance of the study

Event management firms (owners/managers): The study pinpoints which logistics capabilities innovation, service, information integration, and operations most strongly predict performance among Nairobi firms. By clarifying these links, it guides investment choices between systems, skills, and supplier integration, and supports the development of standard operating procedures that reduce rework and delays. It also proposes practical performance indicators such as schedule adherence, client retention, and operating margins that firms can track as they strengthen capability maturity over time.

Industry associations and training providers: Findings inform competency standards and certification pathways that prioritize logistics excellence. They also provide an evidence base for targeted curricula and apprenticeships on planning,

information integration, and on-site execution, while highlighting supplier-development priorities such as reliable last-mile services and efficient venue turnarounds.

Policymakers and regulators (county and national): The results offer empirical support for refining procurement criteria, venue licensing requirements, and event safety codes toward demonstrable logistics capability outcomes. They can also guide SME supports including digital adoption grants, voucher training, and shared supplier platforms and encourage data-sharing protocols that reduce system-wide frictions during peak seasons.

Investors and financiers: By linking capability maturity to delivery reliability and cash-flow stability, the study supplies a practical risk-screening lens. This can underpin performance-based lending terms and de-risking instruments that reward firms with robust logistics capabilities.

Clients (corporate, public agencies, and creative producers): The evidence equips clients to select vendors using logistics-anchored service-level agreements and performance indicators, lowering the probability of delivery failures, budget overruns, and reputational exposure at high-profile events.

Academia and researchers: The work fills a documented empirical gap by testing how the four logistics capabilities relate to firm performance in Nairobi's event sector. It contributes validated constructs and a context-specific dataset suitable for replication, longitudinal tracking, and cross-city comparison, strengthening the scholarly base on capability–performance relationships in services.

General public and local communities: Better logistics planning enhances attendee safety, reliability, and the overall event experience, while supporting local job quality and reducing congestion and waste. In this way, the sector's growth aligns more closely with community well-being and urban sustainability goals.

To support translation into practice, the study will generate three concise tools: a field-ready capability checklist, a simple capability-maturity index for internal benchmarking, and a logistics-anchored SLA template for clients and vendors.

1.7 Scope of the Study

This study focused on examining four key logistics capabilities innovation capability, service capability, information integration capability, and operational capability and how these capabilities influence the performance of event management firms. Specifically, the study investigated the effect of logistics innovation capability, logistics service capability, logistics information integration, and logistics organizational process capabilities on the overall performance of selected event management firms.

Geographically, the study was limited to Nairobi County, Kenya, and targeted event management firms operating within the county that provide a range of event planning and execution services. The choice of Nairobi County was informed by its status as Kenya's commercial and corporate hub, which hosts a significant concentration of event management firms.

Methodologically, the study adopted a quantitative approach. Data were collected using structured questionnaires administered to employees and managers within the selected firms. The collected data were analyzed using multiple linear regression to determine the influence of the identified logistics capabilities on firm performance.

In terms of time scope, the study was carried out over a period of six months, from January to June 2024. This period included conceptualization of the research idea, development of the concept note, proposal writing and approval, reconnaissance survey, pre-testing of instruments, actual data collection, data analysis, and final thesis compilation and write-up.

1.8 Limitations of the Study

Despite careful planning, this study encountered several limitations. Firstly, during data collection, some respondents were reluctant to freely share information about their companies, likely due to concerns over confidentiality or fear of potential repercussions from management. To mitigate this challenge, the researcher assured all participants of strict confidentiality and anonymity, emphasizing that individual identities and company-specific details would not be disclosed. Ethical research procedures were rigorously followed to ensure that all data collected remained objective, valid, and reliable.

Secondly, consistent with challenges faced by many survey-based studies, some managers declined to respond to certain questions, citing the sensitive nature of the requested information. To address this, the researcher took time to explain the purpose and significance of the research in a cordial and respectful manner to build trust and encourage participation. Managers who still chose not to participate were respectfully excluded from the final analysis.

1.9 Assumptions of the Study

The successful execution of this research was based on several underlying assumptions. First, it was assumed that all respondents provided honest, complete,

and candid responses to the questionnaire items. This was vital to ensure the accuracy, reliability, and validity of the data collected.

Second, it was assumed that the targeted respondents were available, accessible, and willing to participate within the planned data collection timeframe, which was essential for achieving a representative sample and meaningful findings.

Finally, it was acknowledged that the performance of event management firms could be influenced by factors beyond the four logistics capabilities examined in this study. Nonetheless, the study assumed that the influence of such external factors remained constant or interacted with the identified capabilities in a manner that did not significantly bias the findings. These assumptions formed the foundation for the study's design, data collection, and analysis, and any deviations were carefully considered and transparently reported in the final report.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents literature reviewed on the performance of firms, which was the dependent variable in this study. The empirical literature on logistic capability including innovation capability, service capability, information integration capability and organizational process and how these factors affect performance of event management firms are also discussed. Theoretical as well as conceptual frameworks of the study are presented in the tail end of this chapter.

2.1 Performance of event firms

Performance is the measure of the extent to which organizations strive to achieve a set of pre-defined targets that maximize their economic conditions (Wamba et al., 2017). Performance analysis is the measurement and comparison of actual levels of achievement of specific objectives. It is used to measure the efficiency of resource allocation and the outcome of corporate objectives. Firm performance can generally be classified as financial and operational or non-financial performance (Venkatraman & Ramanujam, 1986). A notable performance measurement system is that of Kaplan and Norton's (1992) 'Balanced Scorecard' framework, which includes both financial and non-financial measures. However, researchers today face a serious challenge in obtaining accurate and reliable data to measure firm performance in empirical studies. This is due to the fact that actual performance data is rarely published for individual business units since most companies consider such data to be too sensitive to publish and are therefore reluctant to disclose it (Fawcett et al., 1997). Fortunately, recent research has found that certain perceptual measures correlate closely with objective financial and marketing data (Dess & Robinson, 1984; Fawcett et al., 1997; Ward,

Leong, & Boyer, 1994). Accordingly, this study used perceptual measures and respondents were asked to assess their companies' performance.

Accordingly Luu et al. (2008) assert that "performance measurement is the heart of ceaseless improvement". There is a vast amount of literature on firm performance and the extent to which performance allows firms to achieve their set of targets (Wamba et al., 2017; Erhardt, 2018; Juhn et al., 2018). Firm performance targets vary greatly but are generally categorized as objective (numerical) and subjective (judgmental) metric indicators. Performance can also be construed in the form of quality, flexibility, and time delivery (Lomberg et al., 2017). In some instances, performance may be examined through services and/or costs dimensions (Jayaram and Xu, 2016). Whenever using costs in trying to understand performance measures, price related to the firm becomes significant while service aspect of the performance focuses on flexibility of service delivery, and timely delivery of services (Jayaram and Xu, 2016). On the basis of cost, performance can also be viewed as financial or non-financial (Oztekin et al., 2015).

The financial returns are easily available in every organization in forms of regular financial reports thus from a research perspective, these measures make it easy to determine performance (Hope et al., 2013; Sunder, 2016). However, most often, organizations are not willing to provide accurate financial performance, while others find it untenable to maintain transparency in financial reporting and thus will provide reports that are inaccurate, exaggerated, or outrightly false (Barth and Schipper, 2008). In recent times, organizations are attempting to evaluate firm performance using non-financial measures such as market share, innovation rate, customer service, customer satisfaction, social responsibility, customer retention or loyalty, employee

stewardship, etc. (Goel, 2017; Omran et al., 2019), that show some extent of subjectivity as measures (Singh et al., 2016). Other studies have used a combination of both objective and subjective measures (Lomberg et al., 2017). Nevertheless, there is still no consensus among researchers as to which specific variables should be exclusively used as measures or indicators of firm performance. Regardless of its possible outcome, subjective measures have been widely used to determine performance in business organizations (Singh et al., 2016; Vij and Bedi, 2016). Consequently, this study chose to measure firm performance using customer satisfaction, customer retention or loyalty, profitability and sales growth which combines some form of subjective measurement indicators and objective indicators to derive at a more robust performance indicator.

As a general rule, benchmarking is the next step to improve event management firms' efficiency and effectiveness of products and processes. Performance evaluation will enable the managers of an organization to develop direction and enhance overall morbidity of the undertakings (Cokins, 2016). Such will result in event management programme delays, increase the overall cost of the project and result in overall poor performance of the project once completed. When one invests large sums of money in the project in terms of cost of materials and equipment then it is only proper that the outcome should be the best if not better. Yet a number of studies document that huge amounts of money are spent in event management firms but the outcome of the projects sometimes is poor workmanship and/or uncompleted event management firms or in some instances collapsing of the event management firms after construction (Kini, 2015; Bell & Stukhart, 2017; Malik et al., 2025).

Firms' performance analysis therefore refers to the measurement of tangible levels of achievement of specific objectives and therefore appraises the efficiency of resource allocation as well as other corporate objective outcomes. These intentions include both objective (numerical) and subjective (judgmental) performance indicators. In most cases, performance constructs focus on quality, flexibility, and timely services (Lomberg et al., 2017). Performance can also be categorized as financial or non-financial performance (Lau and Sholihin, 2005; Oztekin et al., 2015; Njoroge et al., 2025) which is the basis for the measurement system advocated by the 'Balanced Scorecard' framework (Kaplan and Norton, 2001).

Most organizations prefer using financial measures including calculation of profits, Return on Assets (ROA), Return on Equity (ROE), Return on Investment (Wong et al., 2025), Return on Sales (ROS), Earnings Before Interest and Tax (EBIT), Economic Value Added (EVA), etc. (Pekkola et al., 2016; Strouhal et al., 2018; Aydiner et al., 2019; Otieno & Kimani, 2025). The financial returns are readily available in every organization in the form of regular interval financial reports thus from a research perspective it looks much easier to evaluate the performance of firms from a financial perspective (Hope et al., 2013; Sunder, 2016). However, there have been reports that organizations are not willing to provide their accurate financial performance, while others find it untenable to maintain transparency in financial reporting and thus may provide inaccurate reports, or exaggerated and/or outrightly false ones (Barth and Schipper, 2008; Langat & Mwangi, 2025). As a result of obtaining accurate and reliable financial data from the firms, actual performance data may not be availed by the concerned organization (Fawcett et al., 2017).

It has however been established in numerous studies that perceptual or subjective measures of firm performance aptly correlate with objective financial and marketing data of firms. These include using non-financial measures such as market share, innovation rate, customer service, customer satisfaction, social responsibility, customer retention or loyalty, employee stewardship, etc. (Goel, 2017; Omran et al., 2019; Wekesa et al., 2025), which are subjective measures (Singh et al., 2016). There are a number of perceptual performance indicators including financial and non-financial measures. Basing on extensive work in literature, seven measures, namely, profit, sales growth rate, operational costs, market share growth, customer relationship, and customer satisfaction can be applicable to measure firm performance (Al-Matari et al., 2014).

It is recognized that accounting for a firm's performance should include a variety of dimensions including financial and operational performance (Yang, Marlow, & Lu, 2009). Financial performance is typically classified as lagging indicators, while operational performance as leading indicators. Lagging serves to indicate past performance while leading serves to predict future performance. Two financial indicators are considered in this study: gross profit margin and sales growth. In this study we subdivide operational performance measures in two types, the first related to logistic results, as for example those related to lead time speed and accuracy, the second related to innovation, for example the ability to develop new services or processes. While logistic performance is a key indicator of perceived customer satisfaction, innovation performance is of significance as organizations face new challenges and competitors, thus the ability to create and improve processes is essential for long term success (Mwangi et al., 2025).

Time and cost factors have been identified as the most important factors responsible for poor performance of firms in Kenya (Elinwa & Joshua, 2018). Time and cost-related claims associated with event management firm's performance could generate dispute and poor performance. Disputes may arise from questions relating to causal factors, contract interpretation, and the quantum of the claims. Poor performance clearly represents an area of leakage in the construction industry. In Kenya, the problem of event management firms is severe especially when one considers the present economic condition of the country. Gray and Flanagan (2017) concluded that subcontracting led to problems including unsatisfactory time and cost performance. All these aforementioned signify poor performance by indigenous event management firms. It is shown from previous studies (Karim & Nanszky, 2017) that the success of any event management firm rests on the firm's performance, and poor event management firm performance is a problem to successful event management programme delivery.

Therefore, based on this discussion and the existing gaps highlighted by recent research (Odhiambo et al., 2025; Mutiso et al., 2025; Njiru & Ochieng, 2025), it is essential to investigate how logistics capabilities specifically innovation capability, service capability, information integration capability, and operational capability directly influence the performance of event management firms in Kenya. This study responds to this practical need by providing empirical evidence that could guide both managers and policymakers in strengthening the competitiveness and sustainability of event management firms in Nairobi and beyond.

2.2 Logistic capabilities

Logistic capabilities have continued to attract significant scholarly and practical interest globally as organizations seek to optimize their supply chains and enhance operational efficiency in increasingly competitive environments (Wu et al., 2020; Nair et al., 2022). The concept of logistics capabilities has evolved from early definitions that emphasized basic transport and warehousing to more complex frameworks integrating technology, human resources, and strategic coordination (Rodrigues et al., 2021). As logistics operations become more sophisticated, firms recognize that well-developed logistics capabilities are a critical source of competitive advantage and resilience (Huo et al., 2021). Nevertheless, capability building is rarely linear: firms confront resource constraints, legacy processes, and uneven partner readiness that can slow or distort capability maturation.

Earlier scholars have defined logistics capabilities from multiple dimensions and proposed diverse measurement frameworks. For instance, Daugherty and Pittman (1995) and Fawcett, Stanley, and Smith (1997) highlighted that time-based capabilities remain central to logistics success. Eckert and Fawcett (1996) emphasized human resources, quality, and timeliness as key pillars, while Bowersox and Closs (1996) added responsiveness, consistency, and flexibility. Morash, Dröge, and Vickery (1996) further classified logistics capabilities as either demand-oriented or supply-oriented, a distinction echoed in later classifications by Zhao, Dröge, and Stank (2001), who identified customer-focused and information-focused capabilities. A recurrent challenge across these streams is construct proliferation and measurement inconsistency, which can complicate benchmarking and dilute managerial focus.

Extending these foundations, Lynch, Keller, and Ozment (2000) and Shang and Marlow (2005) underscored the strategic importance of information integration and general integration capabilities. In China, research into logistics capabilities emerged more recently, with Ma Shi-hua and Meng Qingxin (2005) proposing that supply chain logistics capabilities encompass tangible, intangible, and synthesized elements. Subsequent studies by Ma Shi-hua and Shen Wen (2005) examined the systemic interactions among logistics resources, while Gui Hua-ming and Ma Shi-hua (2005) explored the link between logistics capabilities and outsourcing strategies. Notably, Yan Xiu-xia, Sun Lin-yan, and Wang Kan-chang (2005) introduced the Logistics Capabilities Maturity Model (LCMM), advancing the theoretical understanding of logistics capability development stages. Gong Feng-mei, Ma Shi-hua, and Tan Yong (2007) modeled relationships among logistics information, distribution capabilities, flexibility, and supply chain performance. Despite these contributions, empirical studies, particularly those quantifying the impact of logistics capabilities on manufacturing performance, remain limited (Zhu et al., 2023). Generalizing findings across sectors (e.g., from manufacturing to event management) also poses external-validity risks due to different time pressures, asset profiles, and service visibility.

At an organizational level, logistics capabilities encompass an integrated set of tangible and intangible resources that enable firms to manage complex operations efficiently (Bailey, 2018). As Fernie and Sparks (2018) and Chan (2019) argue, the meticulous organization and execution of logistical operations are fundamental to competitiveness, facilitating the seamless movement of goods and services from origin to consumption to meet customer expectations (Schönsleben, 2018; Bui et al., 2023). Modern logistics capabilities include coordinating physical assets, optimizing firm competencies, developing robust organizational processes, and leveraging

advanced information systems (Chen et al., 2019; Khalilzadeh et al., 2023). However, firms often face skills shortages (planning, analytics, compliance), high change-management costs, and misaligned incentives across departments each of which can stall process discipline and erode capability payoffs.

Recent research underscores that integration of information flows, digital transformation, and service reliability are core to contemporary logistics success (Panahifar et al., 2018; Jimenez-Jimenez et al., 2019; Yoon et al., 2019). Organizations that effectively deploy digital platforms, big data analytics, and real-time monitoring systems gain superior visibility and responsiveness across their supply chains (Lim et al., 2018; Duran et al., 2019; Li et al., 2024). According to Choi et al. (2022), logistics digitalization enhances customer satisfaction, cost efficiency, and flexibility dimensions that have grown even more crucial in the post-pandemic recovery period (Zhang & Zhao, 2023). Yet digitalization introduces its own constraints: data-quality and interoperability issues, vendor lock-in, cybersecurity exposure, and significant capex/opex burdens. Moreover, benefits can be uneven without supplier onboarding and clear data-governance rules, weakening information integration capability in multi-actor settings.

Furthermore, logistics capabilities create an enabling environment through structured decision-making, streamlined operating systems, and proactive human resource management (Fuentelsaz et al., 2018; Zhao et al., 2021). As Welter (2017) highlights, institutional factors including social, political, and economic conditions shape the effectiveness of logistics capabilities, particularly in emerging markets. In sectors such as construction and event management, critical logistics factors include physical infrastructure, specialized equipment, skilled personnel, regulatory compliance, and

adaptable operating procedures (Panda et al., 2018; Parry et al., 2018; Liu et al., 2022). These elements ensure that core operations remain coordinated, flexible, and resilient under dynamic market conditions. Contextual hurdles are salient in urban African settings: last-mile congestion, intermittent power, heterogeneous venue standards, fragmented supplier bases, and variable permitting can constrain schedule adherence and raise costs. Short planning cycles and peak-season volatility further stress operational capability and amplify coordination risk.

Overall, well-developed logistics capabilities serve as the backbone for information flow, process innovation, and human resource effectiveness, forming the basis for high-performance operations in sectors such as event management. As global competition intensifies and customer demands become more sophisticated, firms must continuously upgrade their logistics capabilities to remain agile, reliable, and customer-focused (Huo et al., 2021; Khalilzadeh et al., 2023; Li et al., 2024). Recent studies further emphasize that integrating advanced technologies, fostering organizational learning, and aligning logistics strategies with broader business goals are essential pathways for strengthening logistics capabilities in today's volatile environment (Zhu et al., 2023; Zhang & Zhao, 2023). A pragmatic path forward is staged capability development prioritizing high-leverage fixes, coupling technology with process/governance changes, and measuring ROI with clear KPIs to avoid overreach while building durable, scalable logistics performance.

2.3 Logistics capabilities and firm performance

Business organizations today strive to achieve superior performance across multiple dimensions, including financial outcomes such as profit margins, returns on assets (ROA), return on investment (ROI), revenue growth, and market capitalization

(Torres et al., 2018; Owens et al., 2019). Non-financial performance indicators, such as improved customer service, enhanced corporate social responsibility (CSR), better employee stewardship, and increased stakeholder trust, have become equally critical in a competitive, sustainability-oriented global economy (Cegarra-Navarro et al., 2019; Kolade et al., 2019). Attaining these multifaceted performance targets requires firms to adopt robust strategies that leverage their unique internal resources and capabilities, aligning with the principles of the resource-based view (RBV) of the firm. The RBV argues that sustainable competitive advantage stems from resources and capabilities that are valuable, rare, inimitable, and organized effectively (Hsu et al., 2008; Teece, 2018).

Capabilities, in this context, encompass complex bundles of skills, knowledge, and organizational routines that enable firms to coordinate activities and deploy their assets efficiently (Teece, 2018; Wu et al., 2020). Among the various organizational capabilities, logistics capabilities stand out as a fundamental driver of operational efficiency, customer satisfaction, and competitive differentiation (Jay Joong-Kun Cho et al., 2019; Eckert & Fawcett, 2018). Logistics capabilities empower firms to manage inbound and outbound flows, optimize inventory, reduce lead times, and respond flexibly to market fluctuations (Zhao et al., 2022; Huo et al., 2021). As globalization intensifies and supply chains become more dispersed and digitalized, the strategic importance of logistics capabilities has grown exponentially (Rodrigues et al., 2021; Khalilzadeh et al., 2023). Evidence from Sub-Saharan Africa and comparable emerging markets mirrors these links: studies on fast-moving consumer goods, agro-value chains, and urban services report that firms with stronger logistics planning and information integration achieve higher on-time delivery, lower rework, and improved margins under infrastructure and volatility constraints.

A wealth of empirical studies confirms the positive association between logistics capabilities and firm performance. For instance, Ellinger et al. (2015) and Clinton and Closs (2017) observed that firms with well-developed logistics functions often outperform their competitors in customer satisfaction, cost efficiency, and market responsiveness. Recent research further supports these findings, demonstrating that logistics innovation, digital integration, and service excellence are significant predictors of supply chain resilience and business continuity, particularly during disruptions such as the COVID-19 pandemic (Zhao et al., 2022; Choi et al., 2022; Li et al., 2024). These capabilities strengthen a firm's ability to absorb shocks, adapt to changing customer needs, and maintain consistent service levels under volatile conditions (Zhu et al., 2023). In SSA contexts specifically, empirical field surveys and program evaluations indicate that incremental upgrades route scheduling apps, basic warehouse management systems, and vendor-collaboration routines produce measurable gains in schedule adherence and client retention despite power, permitting, and last-mile challenges.

Nevertheless, the relationship between logistics capabilities and firm performance is not universally straightforward. Some scholars argue that the impact of logistics capabilities may be contingent on mediating factors such as supply chain integration, information sharing, market orientation, and technological readiness (Lai et al., 2014; Shang & Marlow, 2017; Liu et al., 2022). For example, without adequate information systems or collaborative supply chain relationships, the benefits of superior logistics capabilities may not fully translate into improved firm performance (Panahifar et al., 2018; Wu et al., 2020). This implies that logistics capabilities rarely operate in isolation but often interact with other organizational and contextual variables to influence performance outcomes. This contingency is pronounced in emerging

markets, where partner heterogeneity and variable regulatory enforcement can blunt capability payoffs unless firms co-invest in supplier onboarding and data-governance norms.

Recent literature also distinguishes various components of logistics capabilities that contribute differently to firm performance. Notably, logistics innovation capability the ability to develop and adopt new logistics processes and technologies has gained attention as a critical driver of agility and responsiveness (Khalilzadeh et al., 2023; Li et al., 2024). Logistics service capability, which reflects a firm's capacity to meet or exceed customer service expectations reliably, is another key element linked to customer retention and market share growth (Parry et al., 2018; Nair et al., 2022). Human capital, specifically the competencies of logistics staff and leadership, has been highlighted as a cornerstone for leveraging digital tools and implementing strategic initiatives successfully (Wu et al., 2020; Huo et al., 2021). SSA case studies further show that targeted workforce upskilling (planning, safety, and basic analytics) magnifies the returns to low-cost digital tools, making innovation and service capability improvements stick in resource-constrained settings.

Overall, the accumulated evidence suggests that logistics capabilities significantly enhance both financial and non-financial aspects of firm performance when they are well-integrated with broader strategic objectives and supported by enabling technologies and skilled human resources. For event management firms, manufacturing companies, and other service-based enterprises, continuous investment in logistics capabilities from process innovations to digital platforms and workforce upskilling remains essential for sustaining competitive advantage in an era marked by rapid change and heightened customer expectations (Zhu et al., 2023; Li et al., 2024).

In Nairobi and peer SSA cities, the most durable gains arise from staged capability building that couples information integration with supplier coordination and simple, enforceable SOPs tailored to local infrastructure realities. The subsequent sections delve deeper into the specific dimensions of logistics capabilities and their unique contributions to firm performance across different contexts.

2.3.1 Logistic innovation capability and firm performance

Innovation has long been acknowledged as a pivotal logistics capability that enables firms to maintain competitiveness in dynamic market environments (Lu & Yang, 2010; Morash, 2018). Building on the resource-based view (RBV), the dynamic capabilities perspective recognizes that organizations must continuously renew and reconfigure their competencies to respond to rapid changes in technology, customer expectations, and market conditions (Teece et al., 1997; Lawson & Samson, 2001; Helfat, 2017). Innovation capability is a core dynamic capability, defined as the firm's ability to transform new knowledge and ideas into improved products, services, and processes, thereby securing sustainable competitive advantage (Lawson & Samson, 2001; Yang, 2012). This distinguishes dynamic capabilities from ordinary operational capabilities, which sustain day-to-day performance but do not enable strategic adaptation (Winter, 2017).

In the logistics context, innovation capability allows firms to adapt operations, redesign processes, and implement new technologies to enhance supply chain flexibility and resilience (Teece et al., 2017; Scott, 2009). Logistics innovation involves the deployment of new methods, systems, and technologies that increase the efficiency, speed, and quality of logistics services (Flint et al., 2005). As global supply chains become increasingly exposed to disruptions, such as pandemics,

geopolitical tensions, and extreme weather events, logistics innovation capability has become essential for mitigating risks and ensuring continuity of operations (Daniel & Fredrik, 2022). By cultivating a culture that embraces creativity and experimentation, logistics firms can proactively identify opportunities for improvement, strengthen customer relationships, and maintain service reliability under uncertain conditions (Lin, 2013; Dani, 2010).

Recent research highlights that logistics innovation capability significantly contributes to firm performance by enabling process improvements, cost reductions, and service differentiation (Wagner & Sutter, 2012; Asian, 2019). For example, innovative logistics solutions such as automation, robotics, blockchain for secure tracking, and artificial intelligence (AI) for demand forecasting have transformed how firms manage inventories, optimize routes, and respond to customer demands (Dhamija et al., 2021; Zhang et al., 2024). As companies increasingly embrace Industry 4.0 and Logistics 4.0 paradigms, the integration of digital technologies into logistics operations has emerged as a key driver of competitiveness and operational agility (Rodrigues et al., 2021; Khalilzadeh et al., 2023). In SSA/emerging-market empirical settings, low-cost, high-impact innovations such as mobile-based transport management, shared warehousing, solar-powered cold-chain nodes, and crowdsourced last-mile capacity have been associated with shorter lead times, lower spoilage, and higher client satisfaction, illustrating context-appropriate pathways to performance gains.

Empirical evidence shows that logistics firms with strong innovation capabilities are better positioned to develop value-added services, improve lead times, and deliver superior customer experiences, which in turn enhance customer loyalty and market

share (Flint et al., 2005; Lin, 2013). A prime example is FedEx, whose innovative overnight delivery service revolutionized the logistics industry by enabling just-in-time inventory practices and reducing warehousing costs (Black & Hunter, 2003; Wei et al., 2018). FedEx's continuous investment in tracking technologies, automation, and sustainability initiatives exemplifies how logistics innovation capability can generate enduring competitive advantage (Dhamija et al., 2021). Complementing these global cases, African city studies highlight how micro-innovations standardized event load-in/load-out choreographies, venue-shared equipment pools, and SMS-based supplier alerts produce measurable improvements without heavy capital outlays, a relevant analogue for event management firms.

Moreover, logistics innovation capability has been found to play a critical role in sustainable supply chain management. Firms that invest in green logistics innovation such as electric delivery vehicles, eco-friendly packaging, and smart routing systems are better able to meet environmental regulations and respond to the growing demand for corporate social responsibility (Panahifar et al., 2018; Zhu et al., 2023). Recent studies underscore that green logistics innovation not only reduces environmental impact but also boosts operational efficiency and cost-effectiveness, thereby linking sustainability with profitability (Li et al., 2024; Zhang & Zhao, 2023). In developing economies, where logistics infrastructure and institutional support may lag behind, logistics innovation capability can serve as a catalyst for bridging service gaps and elevating overall supply chain performance (Wu et al., 2020). Small and medium-sized logistics providers, in particular, can benefit from adopting scalable digital solutions that allow them to compete with larger players and expand their market reach (Choi et al., 2022; Bui et al., 2023). However, realizing the full benefits of logistics innovation capability requires firms to foster an organizational culture that

encourages experimentation, invests in employee training, and builds strategic partnerships for knowledge sharing (Dani, 2010; Huo et al., 2021). In practice, partnering with local tech hubs and industry associations has proven effective in SSA for diffusing low-cost process innovations and raising capability maturity across fragmented supplier bases.

In summary, logistics innovation capability stands out as a dynamic capability that empowers firms to reconfigure operations, enhance service delivery, and achieve resilience in increasingly volatile markets. By embedding innovation into their logistics strategy, firms can differentiate themselves through superior service quality, sustainability, and technological leadership. This strategic alignment reinforces firm performance, strengthens customer loyalty, and ensures that logistics firms remain adaptable in the face of continuous change (Khalilzadeh et al., 2023; Li et al., 2024; Zhang & Zhao, 2023). For event management firms in Nairobi and similar SSA markets, the empirics suggest that stepwise, context-fitted innovations backed by information integration capability and supplier onboarding yield the most reliable performance improvements.

2.3.2 Logistics Service Capability and Firm Performance

Logistics service capability is widely recognized as a critical enabler of supply chain performance, encompassing the design, execution, and control of both forward and reverse flows of goods, services, and related information to meet customer requirements efficiently and effectively (Franceschini & Rafele, 2000; Chapman et al., 2002). Core activities under logistics services include transportation of raw materials, distribution management, warehousing, inventory control, and the prompt delivery of finished products to end-users (Mentzer et al., 2001). These activities form

the operational backbone of supply chains and directly impact customer satisfaction, market responsiveness, and overall firm competitiveness (Kuo et al., 2017).

Logistics service capability, in this context, is defined as an organization's ability to configure and deploy its resources to provide reliable, flexible, and high-quality services that consistently meet or exceed customer expectations (Lai, 2004). In today's highly competitive and customer-driven market environment, organizations that prioritize logistics service reliability and responsiveness are better positioned to secure long-term customer loyalty and gain a sustainable market advantage (Eloranta & Turunen, 2016). Recent empirical evidence confirms that logistics service quality plays a pivotal role in bridging the relationship between logistics firms and their clients by ensuring timely deliveries, minimizing errors, and enhancing the overall value proposition (Boon-itt et al., 2017; Lin et al., 2020). However, capability upgrades can entail high fixed and recurring costs (TMS licenses, automation depreciation, premium last-mile contracts), and gains may exhibit diminishing returns once baseline reliability and speed thresholds are met; service "gold-plating" can inflate cost-to-serve without proportional revenue lift.

The strategic importance of logistics service capability has grown significantly with the evolution of e-commerce, omnichannel retailing, and the increasing complexity of global supply chains (Marchet et al., 2021). Today's customers demand shorter lead times, real-time tracking, flexible delivery options, and sustainable logistics solutions all of which require firms to build robust service capabilities and technological infrastructure (Choi et al., 2022; Zhang & Zhao, 2023). Logistics service providers (LSPs) that can reliably meet these expectations enhance not only their operational performance but also their reputation and customer trust, which directly translates into

repeat business and higher market shares (Rodrigues et al., 2021; Huo et al., 2021). There are also risk trade-offs: faster promised cycles can amplify variability (e.g., bullwhip in capacity), raise expediting and carbon costs, and escalate customer expectations, eroding margins if pricing is not aligned.

Several studies have identified key dimensions that influence logistics service capability, including reliability, communication, responsiveness, flexibility, and service customization (Wang et al., 2015; Kuo et al., 2017). Firms that invest in advanced technologies such as transportation management systems (TMS), warehouse automation, and real-time visibility platforms can significantly improve the accuracy and speed of logistics services (Dhamija et al., 2021; Khalilzadeh et al., 2023). Moreover, strong service capabilities enable firms to adapt quickly to unexpected changes in demand or supply, mitigate the impact of disruptions, and provide contingency solutions that protect customer interests (Nair et al., 2022; Bui et al., 2023). Yet service customization beyond modular limits can fragment operations, complicate scheduling, and reduce asset utilization highlighting the need for clear service tiers and SLAs tied to price.

For instance, Amazon's advanced logistics service capabilities including its vast fulfillment network, same-day delivery options, and predictive shipping algorithms have become a benchmark in the industry, demonstrating how superior service performance can strengthen market dominance (Li et al., 2024). By integrating advanced data analytics and AI-driven decision-making tools, Amazon continuously optimizes its inventory levels, routes, and delivery schedules to provide exceptional customer experiences, reinforcing its competitive position (Choi et al., 2022). In emerging markets, lighter service playbooks (standard delivery windows, hub-and-

spoke staging, shared last-mile partners) often deliver better ROI than premium promises that the infrastructure cannot reliably support.

However, the effectiveness of logistics service capability is often influenced by external factors, including supply chain collaboration, regulatory environments, and market dynamics (Franceschini & Rafele, 2000; Huo et al., 2021). Research shows that strong supply chain partnerships and information sharing among stakeholders amplify the benefits of logistics service capability by ensuring seamless coordination and reducing bottlenecks (Panahifar et al., 2018; Wu et al., 2020). In contrast, fragmented supply chains and poor communication can undermine service reliability, even when firms possess advanced logistics infrastructures (Liu et al., 2022).

Moreover, the drive for sustainability and green logistics has added new dimensions to logistics service capability. Firms are increasingly expected to provide eco-friendly transportation, energy-efficient warehousing, and carbon footprint transparency as part of their service portfolio (Zhu et al., 2023). Logistics service providers that proactively integrate sustainability into their operations not only comply with tightening environmental regulations but also appeal to environmentally conscious customers and enhance their corporate image (Rodrigues et al., 2021; Li et al., 2024). These requirements introduce additional compliance and reporting costs that must be priced into service menus to protect margins.

Logistics service capability remains a foundational pillar for achieving superior firm performance in the modern supply chain landscape. By delivering consistent, reliable, and customer-centric logistics services, firms can strengthen customer relationships, differentiate themselves from competitors, and secure long-term profitability and growth. As supply chains become more complex and customer expectations continue

to rise, ongoing investment in logistics service capability, supported by technology, human capital, and strategic partnerships, will be critical for firms seeking to maintain a resilient and agile market position (Huo et al., 2021; Khalilzadeh et al., 2023; Li et al., 2024). Effective governance (tiered SLAs, price-capability alignment, and ROI tracking) is essential to avoid over-service and safeguard profitability.

2.3.3 Logistic Information Integration Capability and Firm Performance

Modern supply chains are increasingly characterized by high levels of complexity, globalization, and customer demand for speed and accuracy. In this context, logistic information integration capability has emerged as a cornerstone for firms aiming to achieve superior logistics performance and sustainable competitive advantage (Sandberg & Abrahamsson, 2011; Wilding et al., 2012). Building on the foundations of the resource-based view and dynamic capabilities theory, firms today recognize that information itself is a strategic resource the “lifeblood” that fuels timely decision-making, process coordination, and service excellence (Zawawi et al., 2017; Rajagopal et al., 2018).

Logistics information integration capability refers to a firm’s capacity to collect, process, share, and utilize information seamlessly across all stages of the logistics process from procurement and production planning to warehousing, transportation, and final delivery (Gunasekaran et al., 2017a; Neubert et al., 2018). This capability links diverse information sources within the supply chain, such as real-time order tracking, procurement status, production schedules, packaging details, shipment updates, distribution status, and financial settlements (Maiga et al., 2015; Bhattacharya & O’Hara, 2018). Effective integration of such information enhances operational visibility, enables real-time coordination among supply chain partners,

and reduces inefficiencies caused by information asymmetry (Han et al., 2017; Voronkova et al., 2017).

Recent studies emphasize that information integration is a critical dimension of logistics capability that directly impacts supply chain agility, flexibility, and responsiveness (Inkinen, 2016; Rajagopal et al., 2018; Kembro et al., 2017). Firms with strong information integration systems can adapt more quickly to unexpected disruptions, fluctuating demand patterns, and changing customer requirements (Singh & Teng, 2016; Kim & Chai, 2017). This capability becomes especially vital in the era of digital transformation, where technologies such as big data analytics, cloud computing, and the Internet of Things (IoT) provide unprecedented opportunities for real-time data sharing and predictive logistics (Zhang et al., 2022; Khalilzadeh et al., 2023). For instance, research shows that logistics information integration capability enables supply chain visibility by allowing all partners suppliers, manufacturers, distributors, and retailers to access and exchange up-to-date information (Wong et al., 2015; Gunasekaran et al., 2017b). This visibility not only improves operational planning and resource utilization but also supports collaboration, trust, and mutual responsiveness across the supply chain network (Maiga et al., 2015; Gu et al., 2017). As Prajogo et al. (2018) argue, timely and accurate information flow is indispensable for coordinating logistics activities, minimizing lead times, and enhancing customer satisfaction.

In practice, many organizations have implemented sophisticated Logistics Information Systems (LIS) and Enterprise Resource Planning (ERP) solutions to integrate internal and external information flows (Esparza-Aguilar et al., 2016; Ahmad & Mohamed, 2017). These systems facilitate inventory management, real-

time order processing, transportation scheduling, and performance monitoring, leading to improved service reliability and reduced operational costs (Neubert et al., 2018; Yu et al., 2018). For example, leading global companies such as DHL, Maersk, and Amazon have invested heavily in digital information platforms and supply chain control towers to gain end-to-end visibility and proactively manage risks (Inkinen, 2016; Zhang et al., 2022).

Emerging evidence also points to the growing relevance of blockchain technology as a tool for enhancing logistics information integration capability (Khalilzadeh et al., 2023). Blockchain enables secure, transparent, and tamper-proof information sharing among multiple parties, addressing long-standing issues of data inconsistency and trust in complex supply chains (Chen et al., 2021; Singh et al., 2022). Recent studies highlight that blockchain-based information systems can significantly improve supply chain performance by providing real-time, immutable transaction records that enhance traceability and accountability (Zhu et al., 2023).

Moreover, the integration of information systems plays a crucial role in sustainability efforts. Logistics information integration capability supports green supply chain management by enabling firms to monitor and optimize energy consumption, carbon emissions, and resource utilization in real time (Rajagopal et al., 2018; Li et al., 2024). For instance, advanced tracking and routing technologies help logistics providers minimize empty miles and optimize delivery routes, thereby lowering fuel costs and environmental impact (Khalilzadeh et al., 2023; Zhang & Zhao, 2023).

Despite these advancements, gaps remain in how firms leverage logistics information integration capability for competitive advantage. While technological investments are crucial, the human and organizational factors such as interdepartmental collaboration,

employee training, and strategic alignment also determine the effectiveness of information integration (Graca et al., 2017; Kembro et al., 2017). Firms must ensure that the information generated is relevant, accessible, and actionable for decision-makers at all levels (Sabherwal & Jeyaraj, 2015). Beyond culture, critical implementation challenges include data quality and master-data governance, system interoperability (legacy-new), supplier onboarding and incentive alignment, cybersecurity and privacy risk, and capex/opex burdens that can delay ROI.

Synthesis and framework. We link information integration capability to performance through three mechanisms: (1) Visibility (shared, timely data) → lower lead-time variability and higher OTIF; (2) Synchronization (aligned plans across partners) → fewer stockouts/expedites and better capacity utilization; (3) Decision quality (analytics/prediction) → smarter prioritization and cost control. These mechanisms feed operational outcomes (rework rate, schedule adherence, unit logistics cost), which mediate effects on financial (margins, cash conversion) and non-financial performance (client satisfaction). Boundary conditions include partner adoption, data governance, and regulatory/privacy constraints.

Logistics information integration capability is an indispensable component of modern logistics management that drives firm performance by enhancing supply chain visibility, agility, and responsiveness. As technological innovations such as big data, blockchain, and AI become increasingly accessible, firms that strategically invest in integrating and leveraging information resources will maintain a decisive advantage in meeting evolving customer demands, improving operational efficiency, and sustaining market competitiveness (Zhang et al., 2022; Khalilzadeh et al., 2023; Li et al., 2024). Positioning the capability within the mechanisms-to-outcomes pathway above

clarifies exactly how and when integration translates into performance gains and why projects stall when data and partner prerequisites are weak.

2.3.4 Logistic operational capability and firm performance

Among the various dimensions of logistics capability, logistic operational capability often operationalized through robust organizational processes remains a critical factor shaping the overall performance of firms, including event management organizations (Orang et al., 2018; Beatrice et al., 2017; Morgan et al., 2019). At its core, logistic operational capability refers to the firm's ability to deploy and coordinate internal processes, resources, and supporting systems efficiently to achieve reliable and timely delivery of services (Sandberg & Abrahamsson, 2011; Rajagopal et al., 2018). In the context of service-based industries such as event management, this dimension is particularly vital due to the sector's high dependence on precise coordination, customization, and responsiveness to client needs (Dravids et al., 2018). Analytically, we treat operational capability as a process-execution construct that converts inputs (people, assets, SOPs, digital tools) into day-of-service reliability; its performance effects operate primarily through operational reliability and schedule adherence (mechanisms), not merely through technology adoption.

The operational capability is often manifested through various elements: the adoption of technological advancements, the implementation of clear policy frameworks, communication infrastructures, standardized processes, and the adaptability of regulations and standard operating procedures (Ferlie & Shortell, 2022). Together, these elements shape how well an organization can respond to dynamic market demands, sudden changes in client requirements, and emergent challenges in service delivery (Mourane et al., 2018). Critically, these elements are complements rather

than substitutes; process standardization without real-time communication, or tooling without clear decision rights, yields weak capability payoffs.

Studies have consistently shown that firms which embed operational excellence within their logistics processes are better positioned to achieve cost efficiencies, faster turnaround times, higher service reliability, and ultimately superior firm performance (Morgan et al., 2019; Onyiso et al., 2022). For instance, Orang et al. (2018) emphasize that streamlined operations supported by technology-driven workflows and process standardization form the backbone of high-performing service firms. These findings are echoed by recent evidence from event management contexts, where digital tools for scheduling, communication, and service coordination have proven instrumental in enhancing client satisfaction and service quality (Ferlie & Shortell, 2022; Brittney et al., 2018). Synthesis across these studies suggests a common causal chain: Operational capability → (i) process reliability (fewer errors/rework) and (ii) schedule adherence (on-time milestones) → client satisfaction/retention → revenue stability and margins.

Despite this, scholars caution that the mere availability of technology or well-defined rules does not automatically translate into improved performance unless they are effectively integrated within a culture of organizational learning, teamwork, and continuous improvement (Muriuki et al., 2017; Ombima et al., 2019). According to Ferlie and Shortell (2022), developing a performance-driven culture is a core property that firms, including those in event management, must nurture if they aim to leverage their operational capabilities for sustained competitive advantage. Accordingly, we posit two mediators operational reliability and schedule adherence and two moderators: (a) supplier integration (shared run-sheets, SLAs) and (b) environmental

turbulence (venue heterogeneity, last-mile congestion). High turbulence dampens capability–performance gains unless supplier integration is also high.

The role of operational capability is also evident in regulatory compliance and client responsiveness two areas that have gained increased prominence in developing economies. For example, in Kenya, performance contracting and collective bargaining frameworks have become integral to aligning operations with national and sectoral goals (Onyiso et al., 2022). Yet, as highlighted by Ombima et al. (2019), there is still limited empirical clarity on how such frameworks directly affect client satisfaction and overall firm performance in event management contexts. We therefore frame a testable pathway for this context: Operational capability → compliance discipline (permits, safety, venue rules) → risk reduction (fewer stoppages/penalties) → cost control and reputation → performance.

Moreover, new technological trends are reshaping the logistics operations landscape. Cloud-based management systems, mobile coordination apps, and AI-powered event planning tools have revolutionized how event management firms coordinate stakeholders, manage last-minute changes, and deliver customized services (Alalwan et al., 2023; Zhang et al., 2022). In developed countries, the uptake of digital tools is now the norm rather than the exception, enabling firms to provide seamless, real-time updates to clients, automate repetitive tasks, and manage vendor coordination efficiently (Mourane et al., 2018; Ferlie & Shortell, 2022). However, capability returns can be non-linear: initial investments generate steep gains (error reduction), after which diminishing returns set in unless firms reconfigure roles, incentives, and supplier contracts to exploit the new process frontier.

However, the adoption of these technologies in developing countries remains uneven. Recent studies have noted persistent barriers, including limited technological infrastructure, skills gaps among staff, and inadequate investment in digital systems (Onyiso et al., 2022; Muriuki et al., 2017). These challenges underscore the importance of complementing technological investments with capacity building, training, and supportive leadership to fully unlock the potential of operational capabilities in enhancing firm performance (Tomasso et al., 2015). There are also downside risks coordination overhead, change-fatigue, and tool sprawl which can raise fixed costs and slow decisions if governance is weak; thus, staged rollouts with clear KPIs (e.g., rework rate, on-time task completion, escalations resolved within SLA) are essential.

In addition, responsiveness the ability of a firm to anticipate and react swiftly to client needs is increasingly regarded as a defining element of logistic operational capability (Wanyama et al., 2019). Event management firms, in particular, must manage complex networks of suppliers, venues, service providers, and clients under tight deadlines and often unpredictable conditions. Firms that embed flexibility and rapid decision-making into their operational processes are more likely to deliver exceptional client experiences and secure repeat business (Beatrice et al., 2017; Ferlie & Shortell, 2022). In our model, responsiveness is the dynamic expression of operational capability under uncertainty; it links capability to performance via faster issue resolution and reduced variance in service quality.

A recent study by Alalwan et al. (2023) further emphasizes that responsiveness is amplified by real-time communication tools, mobile technologies, and integrated management systems, which allow firms to dynamically reallocate resources, resolve

emergent issues, and keep clients informed at every stage. Conversely, slow responses to client needs a challenge noted in many emerging economies can erode trust, damage reputation, and limit firm growth (Brittney et al., 2018; Wanyama et al., 2019). Boundary conditions matter: when supplier readiness is low or venue rules are inconsistent, even strong internal operations face bottlenecks; targeted supplier onboarding and shared playbooks raise the ceiling on capability payoffs.

In summary, logistic operational capability serves as the engine that drives coordination, process efficiency, technological adoption, regulatory compliance, and client responsiveness in service-oriented firms. For event management firms, the strategic deployment of operational capabilities underpinned by modern technologies and agile organizational processes is central to achieving high levels of service quality and competitive differentiation. Yet, the evidence shows that bridging the gap between operational capability and firm performance requires more than technology; it demands a culture of continuous improvement, strategic alignment, and proactive client engagement (Ferlie & Shortell, 2022; Alalwan et al., 2023). We therefore specify the following causal pathway to guide empirical testing in Nairobi: Operational capability → {process reliability, schedule adherence, compliance discipline} (mediators) → {client satisfaction/retention, cost control} → financial performance; with supplier integration and environmental turbulence as moderators. This articulation adds testable structure beyond description and clarifies where managers should intervene.

As global trends continue to push the boundaries of logistics management, future research should explore how firms, especially in developing regions, can overcome barriers to technology adoption, align operational frameworks with emerging client

expectations, and build resilient systems capable of withstanding external shocks. Practically, a stepwise build standardize critical run-sheets, integrate suppliers on shared SLAs, then layer real-time coordination tools minimizes coordination costs while compounding capability gains.

2.4 Theoretical Framework

To make the theoretical interplay explicit, this study adopts an integrated RBV–DCT model that links capabilities to performance through testable mechanisms. Specifically, the four logistics capabilities (innovation, service, information integration, operational) are treated as RBV-consistent strategic resources, while DCT explains how firms build, renew, and reconfigure these capabilities under uncertainty. The model specifies mediators operational reliability, schedule adherence, client satisfaction, and cost control and moderators supplier integration, environmental turbulence, and institutional quality culminating in multidimensional firm performance. A schematic will be included as Figure 2.1: Integrated RBV–DCT Model for Logistics Capabilities and Performance, and it will also indicate where each hypothesis (H_{01} – H_{04}) anchors in the path structure.

Operational guidance for this study: RBV guides variable selection (the four capabilities as strategic resources); DCT guides hypothesis logic (capabilities affect performance via reconfiguration and learning) and analysis design (mediation by operational reliability/schedule adherence/client satisfaction/cost control, moderation by supplier integration/environmental turbulence). Empirically, the model will be tested using regression/SEM with mediation and moderation, with robustness checks for endogeneity (e.g., controls, alternative specifications).

2.4.1 Resource-Based View (RBV)

The Resource-Based View (RBV) is widely regarded as a foundational theory in strategic management, organizational studies, and supply chain research. The RBV arose partly in response to limitations in earlier models such as Porter's (1980) industry-based view, which focused mainly on external forces like competition, buyer power, and barriers to entry as the main determinants of firm success (Porter, 1980). In contrast, the RBV shifted the analytical lens inward, emphasizing that what happens inside the firm its resources and capabilities is just as crucial for achieving and sustaining competitive advantage (Wernerfelt, 1984; Barney, 1991).

According to the RBV, resources must meet the VRIN criteria Valuable, Rare, Inimitable, and Non-substitutable to deliver a sustained competitive advantage (Barney, 1991). Valuable resources enable a firm to implement strategies that improve efficiency and effectiveness; rare resources mean competitors do not possess them; inimitable resources are difficult to copy or acquire; and non-substitutable means there are no strategic equivalents (Barney, 1991; Peteraf, 1993; Barney & Felin, 2019). This framework helps explain why some firms consistently outperform others despite operating in the same industry conditions.

Over the last three decades, the RBV has shaped extensive research on operations and logistics. It has been used to examine how firms utilize tangible resources (e.g., logistics infrastructure, fleets, warehousing facilities) and intangible resources (e.g., knowledge, expertise, relational networks, technological systems) to build logistics capabilities that improve cost efficiency, responsiveness, and service reliability (Grant, 1991; Hitt et al., 2016). Recent studies demonstrate that logistics capabilities such as real-time data integration, customized service delivery, and supply chain

agility meet the VRIN conditions in dynamic markets (Alalwan et al., 2023; Zhao et al., 2022).

Notably, the RBV has proven adaptable in logistics research by connecting operational assets and organizational processes to higher performance outcomes (Wernerfelt, 1984; Barney, 2001). Scholars have found that firms with stronger logistics service capabilities, supply chain visibility, and information sharing structures can respond better to customer needs and market volatility (Closs & Clinton, 2017; Gunasekaran et al., 2017; Teece, 2018). This aligns with the present study's focus on event management firms, where well-developed logistics capabilities including information integration, service customization, and operational coordination are essential for managing complex events and satisfying client expectations (Zhang & Zhao, 2022).

However, while the RBV has underpinned countless empirical studies, it has also faced sustained criticism. A key weakness is that the RBV underplays the role of external dynamics, such as regulatory changes, technological disruptions, or shifts in consumer preferences, which can quickly erode the VRIN attributes of resources (Priem & Butler, 2001; Kraaijenbrink et al., 2010). For example, a firm's logistics technology may be valuable and rare today but could become obsolete tomorrow due to rapid advances in digital platforms, big data analytics, or AI-driven logistics solutions (Ambrosini & Bowman, 2009). Another critique is the RBV's lack of clarity about how resources are developed and renewed over time, which is critical for firms operating in turbulent sectors (Helfat & Peteraf, 2003).

To address these limitations, researchers such as Teece, Pisano, and Shuen (1997) extended the RBV through the Dynamic Capabilities Theory (DCT), which centers on

how firms purposefully build, integrate, and reconfigure resources in response to environmental changes. DCT recognizes that resources alone are not enough the firm's ability to adapt its capabilities over time determines whether it can sustain competitive advantage (Teece, 2018; Gupta et al., 2022). This evolution shows how the RBV has provided the conceptual backbone for more adaptive theories that better capture today's rapidly changing business environment.

Applicability to project-based, emerging-market contexts: In event management characterized by episodic, time-bound projects, heterogeneous venues, and multilateral coordination the "rarity" and "inimitability" of logistics capabilities often arise from bundles (SOPs + supplier relationships + tacit know-how + information integration) rather than any single asset. Moreover, institutional frictions common in developing economies (e.g., variable permitting, last-mile congestion, infrastructure intermittency) condition the value of a capability: the same toolset yields higher returns when adapted to these constraints. Accordingly, RBV in this study guides variable selection: the four logistics capabilities are treated as firm-specific resource bundles expected to meet VRIN logic when configured to Nairobi's context, justifying H01–H04.

2.4.2 Dynamic Capabilities Theory (DCT)

To address the RBV's limitations, scholars like Teece, Pisano, and Shuen (1997) extended it into what is now known as Dynamic Capabilities Theory (DCT). DCT shifts the analytical focus from merely possessing valuable resources to how firms purposefully build, renew, and reconfigure capabilities to respond to environmental changes (Teece et al., 1997; Eisenhardt & Martin, 2000). It emphasizes processes like organizational learning, knowledge integration, sensing opportunities, and seizing

new markets all critical in turbulent contexts like logistics and supply chain management.

Dynamic capabilities are distinct from operational capabilities. While the latter allow firms to “make a living” by performing daily routines, dynamic capabilities enable firms to transform these routines when conditions change (Winter, 2017; Helfat & Peteraf, 2015). In logistics research, DCT has been used to explain how firms adopt technological innovations, develop flexible supply networks, and adapt to customer demands under volatile conditions (Sandberg & Abrahamsson, 2011; Lin, 2013; Alalwan et al., 2023). Recent studies confirm that logistics innovation, supply chain integration, and digitalization all forms of dynamic capabilities enhance firms’ ability to respond to disruptions such as the COVID-19 pandemic and supply chain shocks (Gupta et al., 2022; Zhang & Zhao, 2022).

Despite its wide acceptance, DCT has faced its own criticisms. Scholars have noted that it remains conceptually vague, with overlapping definitions and measurement challenges that complicate empirical testing (Arndt & Bach, 2019; Barreto, 2010). Additionally, critics question whether dynamic capabilities truly exist as distinct capabilities, or if they simply represent a firm’s ordinary operational agility (Peteraf et al., 2013). Yet, even with these challenges, DCT remains powerful for understanding how firms sustain competitive advantage over time, especially in sectors where change is constant and client expectations evolve rapidly (Teece, 2018; Gupta et al., 2022).

Seizing → decision and resource commitment (e.g., re-sequencing builds, supplier swaps), proxied by operational capability (rapid plan-execute cycles) and service capability (client-facing recovery).

Reconfiguring → process/asset refresh (e.g., SOP updates, vendor portfolio shifts, layout redesigns), proxied by innovation capability (new methods/technologies).

This yields testable paths: capabilities → mediators (operational reliability, schedule adherence, client satisfaction, cost control) → performance, with moderation by supplier integration, environmental turbulence, and institutional quality. To mitigate construct vagueness, we treat dynamic capabilities as routines that change routines, measured through repeatable behaviors (e.g., documented post-event learning loops, SOP revisions adopted within a cycle), not just outcomes.

How DCT guides analysis: It motivates mediation tests (do capabilities work through reliability/adherence/satisfaction/cost control?) and moderation tests (are effects stronger when supplier integration is high, turbulence low, or institutional quality supportive?). It also justifies sensitivity analyses distinguishing ordinary operational capability (execution) from dynamic capability (reconfiguration), reducing conflation concerns raised in the DCT critique.

In developing economies, institutional volatility and infrastructure gaps heighten the value of reconfiguration routines; thus, dynamic capabilities are expected to have larger marginal effects where turbulence is higher an empirical prediction we will probe via interaction terms.

RBV explains what resources/capabilities matter (selection of the four); DCT explains how and when they are renewed and translated into performance under uncertainty (mechanisms, contingencies).

2.5 Conceptual framework

This study is anchored on researcher developed conceptual framework, which attempts to provide a link between the four logistic capabilities and performance of the event management firms (Figure 2.1).

In this study, the focal constructs are defined as follows: (i) innovation capability (ability to renew methods/technologies and reconfigure processes), (ii) service capability (reliability, flexibility, responsiveness, and service customization), (iii) information integration capability (timely, accurate, shared data across internal/external actors), and (iv) operational capability (coordinated deployment of people, assets, SOPs, and tools for on-time, to-spec delivery). Firm performance is multidimensional, comprising financial (e.g., margins, ROI) and non-financial outcomes (e.g., client satisfaction/retention, schedule adherence, quality/safety).

Hypothesized relationships (derived from RBV–DCT): the four capabilities → improved operational reliability and schedule adherence → higher client satisfaction and cost control → superior firm performance. We therefore test H01–H04 (capability → performance) with mediation by operational reliability/schedule adherence/client satisfaction/cost control, and moderation by supplier integration, environmental turbulence, and institutional quality. RBV justifies the four capabilities as strategic resource bundles; DCT explains how reconfiguration/learning translates these bundles into outcomes under uncertainty.

The framework will be estimated using multivariate regression/SEM with indirect effects (mediation) and interaction terms (moderation); robustness will include alternative specifications and controls to reduce endogeneity concerns. Figure 2.1

explicitly maps each hypothesis to its path (capability block → mediators → performance), with moderators placed on capability→mediator links.

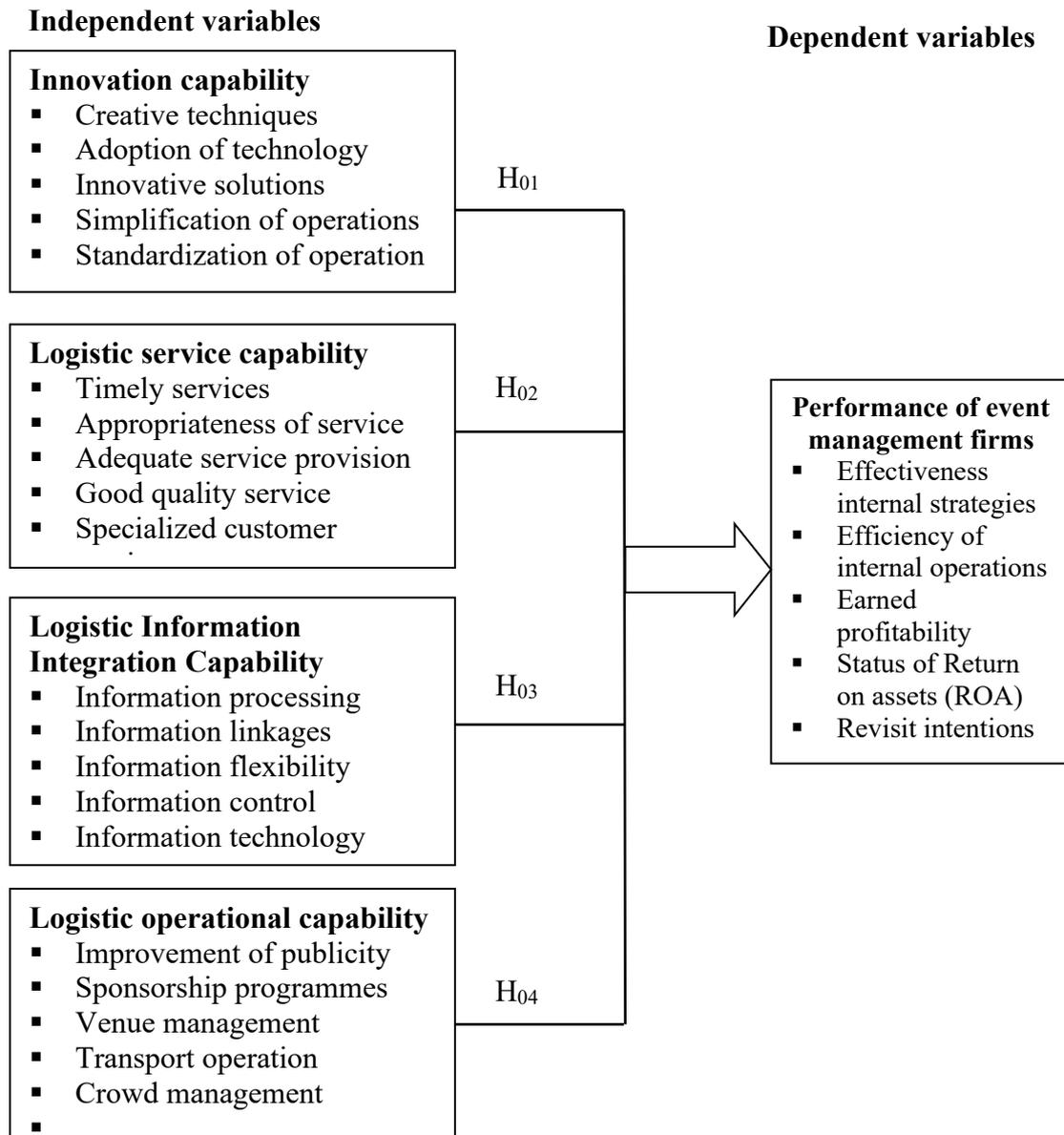


Figure 2.1: The Conceptual Framework

Adapted and modified from (Fosso Wamba *et al.*, (2018); Zijm & Klumpp, (2016)

2.6 Literature Gap

Despite extensive scholarly interest in the role of logistics capabilities in shaping firm performance, the existing literature remains fragmented and reveals several notable

gaps that justify the need for this study. Over the last three decades, studies have established the critical role of logistics capabilities in enhancing operational efficiency, customer satisfaction, and competitive advantage (Zhao et al., 2022; Hitt et al., 2016; Alalwan et al., 2023). However, much of this knowledge has predominantly emerged from large manufacturing, retail, and global supply chain contexts in developed economies, with comparatively limited empirical exploration within the service-intensive and highly dynamic event management industry, especially in emerging market contexts such as Kenya and Sub-Saharan Africa. This motivates examining Nairobi event firms; Objectives i–iv and H01–H04 test capability–performance links in an under-studied emerging-market service context.

Firstly, while it is widely accepted that logistics capabilities comprise multiple dimensions—including logistics service capability, logistics innovation capability, information integration capability, and operational capability (Sandberg & Abrahamsson, 2011; Gunasekaran et al., 2017)—prior studies have tended to treat these dimensions either in isolation or as broad aggregates, often overlooking their distinct and potentially interdependent effects on firm performance. As highlighted by Panahifar et al. (2018) and Sabherwal and Jeyaraj (2015), there is insufficient disaggregation of which specific logistics capability exerts the strongest influence under different market or industry conditions. For example, in event management, where project delivery is highly time-bound and customer satisfaction hinges on real-time coordination, the relative weight of information integration capability and service reliability could differ significantly from traditional manufacturing or retail contexts. Existing research provides few empirical tests of these nuanced relationships. Estimates of separate effects were done for each capability (Objectives

i–iv; H₀₁–H₀₄), and test mediation via operational reliability/schedule adherence/client satisfaction to identify pathways and relative weights.

Secondly, previous empirical studies have predominantly adopted static views of logistics capabilities (Closs & Clinton, 2017; Rajagopal et al., 2018). While the Resource-Based View (RBV) explains how internal logistics resources can provide a competitive edge, it often neglects how these capabilities evolve and adapt in response to market turbulence, technological advances, and sudden disruptions (Teece, 2018; Ambrosini & Bowman, 2009). Recent disruptions—such as global supply chain shocks, pandemics, and shifts toward digital event delivery—have underscored the need to examine logistics capabilities through the lens of Dynamic Capabilities Theory (DCT), which emphasizes a firm’s ability to sense, seize, and transform capabilities for sustained competitiveness (Gupta et al., 2022). However, there remains a lack of integrated empirical work explicitly linking dynamic capabilities such as logistics innovation and adaptability with firm performance in time-sensitive and customer-centric industries like event management. The framework integrates RBV–DCT and operationalizes sensing/seizing/reconfiguring through the four capabilities; mediation tests show whether reconfiguration mechanisms drive performance in a project-based service setting.

Thirdly, studies have paid limited attention to the contextual factors that might moderate the link between logistics capabilities and firm performance. As Voronkova et al. (2017) and Maiga et al. (2015) observe, factors such as regulatory frameworks, technological infrastructure, and workforce competencies can significantly shape how logistics capabilities are deployed and how effective they are in improving outcomes. In the context of event management in developing economies, there is evidence that

challenges such as inadequate ICT infrastructure, inconsistent policy enforcement, and skills gaps could influence how well logistics capabilities translate into performance gains (Muriuki et al., 2017; Onyiso et al., 2022). Yet, these contextual variables are often overlooked, leading to findings that may not adequately explain performance variations in non-traditional sectors or emerging markets. The study incorporated moderators—supplier integration, environmental turbulence, and institutional quality—into hypothesis tests to capture context sensitivity in Nairobi.

Fourth, methodological gaps persist in how logistics capabilities are measured and validated. Many empirical studies rely heavily on perceptual, cross-sectional surveys with limited triangulation using performance data or qualitative insights (Gunasekaran et al., 2017; Zhang & Zhao, 2022). This raises concerns about common method bias and the generalizability of findings. There is a need for robust mixed-methods research that combines quantitative evidence with deeper qualitative insights such as interviews with logistics managers or event coordinators to unpack how capabilities are operationalized in practice, particularly in contexts where informal processes and improvisation may supplement formal logistics systems. The study validated scales for each capability and performance dimension, add procedural/statistical remedies for common-method bias (e.g., marker variables/Harman's single-factor test), and—where feasible—supplement survey data with objective indicators (e.g., on-time rates, rework counts) and targeted interviews for construct validity.

Finally, while there is a growing body of literature exploring logistics capabilities in supply chain management, research specifically targeting event management firms remains sparse. Event management projects are characterized by high complexity, multi-party coordination, time sensitivity, and the requirement for seamless

information flow and service reliability (Wei et al., 2018). Yet, the unique logistics demands of this sector have not been comprehensively studied in existing capability-performance models, despite the industry's significant economic contribution and growing need for professionalized logistics planning, especially in developing markets. The study focused explicitly on event management firms in Nairobi County; findings are intended to inform both firm strategy and county-level policy/industry training, directly answering Objectives i–iv and H₀₁–H₀₄.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the study's methodology in a clear, reader-friendly sequence. It outlines the research design, target population, sampling strategy and sample size, research instruments, pre-testing, validity and reliability procedures, operationalization of variables, data-collection steps, data-analysis techniques, and ethical considerations. The structure moves from design choices to measurement and analysis to show exactly how evidence was generated and evaluated.

3.2 Study area

The study was conducted in Nairobi County, Kenya—a national commercial hub with dense concentrations of event management firms and supporting infrastructure (venues, hotels, transport, and ICT). This clustering provided a robust sampling frame and a realistic context for examining how logistics capabilities relate to firm performance in a mature, high-demand events market.

3.3 Research Design

The study used a cross-sectional survey with an explanatory–descriptive purpose. Descriptively, the survey characterizes current practice and capability levels among firms; explanatorily, it models associations between the four logistics capabilities (innovation, service, information integration, and operations) and firm performance. This design is appropriate for estimating relationships among variables in a real-world setting within a single time frame, without over-claiming causal identification.

3.4 Target population

The target population comprised managers of licensed event management firms operating in Nairobi County (N = 411, per the County Business Licensing Register). Inclusion criteria: (i) firm duly licensed by Nairobi City County; (ii) active operations during the study period (January–June 2024); (iii) respondent is a manager or equivalent decision-maker with ≥ 6 months tenure. Exclusion criteria: (i) unlicensed or dormant firms; (ii) firms headquartered outside Nairobi County; (iii) vendor-only entities that do not provide end-to-end event management (e.g., single-service suppliers). These criteria ensured respondents could validly report on firm-level logistics capabilities and performance.

3.5 Sample size and sample selection

The sample size for the managers was calculated from the target population using the

formula (Ellen, 2017): thus $n = \frac{N}{1 + Ne^2}$.

Where n = required responses

N = Population

e^2 = error limit (0.1 for samples between 100 and 1000)

$$n \text{ for respondents} = \frac{411}{1 + 411 * 0.05^2} = \frac{411}{2.0275} = 202.7 \approx 203$$

The calculated sample size for this study was therefore 203 managers of the event management firms.

3.6 Sampling technique

The study employed a systematic sampling technique to select the participating managers of event management firms in Nairobi County. Systematic sampling was chosen because it is straightforward, time-efficient, and ensures that the sample is evenly spread across the entire population frame, thereby minimizing selection bias and enhancing representativeness (Mugenda & Mugenda, 2019).

The sampling interval (**k**) was determined using the formula:

$$k = \frac{N}{n}$$

N = 411N (total licensed event management firms in Nairobi County)

n = 203 (desired sample size)

Therefore, the sampling interval was: $k = \frac{411}{203} \approx 2$

This implies that every 2nd manager on the business licensing register was selected until the desired sample size was attained. The first respondent was chosen randomly from the first two firms on the list, after which every 2nd firm's manager was systematically picked.

3.7 Research instruments

The instrument were questionnaires for the event management managers (Appendix 1). The questionnaire consisted of five items for determining the independent and the dependent variables scores. The questionnaire was designed to have three sections. Section one was on the socioeconomic status, section 2, looked at performance of the firms, while section three looked at the logistic capabilities of the event management

firms. The questionnaires were administered to 203 managers of event management firms. The questionnaire was self-administered, anonymized, and took approximately 10–15 minutes to complete.

Section A: Socio-demographic and firm profile. This section captured manager and firm descriptors (e.g., role/tenure, age of firm, size by employees, years in operation, market segment, and service scope); 8 checklist/closed items were used to enable sample description and covariate control.

Section B: Firm performance (dependent variable). Firm performance was measured reflectively using a 5-point Likert scale (1 = Strongly Disagree ... 5 = Strongly Agree), 6 items, averaged to a composite score (higher = better performance). Items tapped multi-facet outcomes relevant to event firms: revenue and booking growth, client retention/repeat business, on-time delivery, budget adherence/cost efficiency, event quality/defect rate, and reputation/referrals. Example items: “Our firm has increased year-on-year bookings over the last 12 months”; “We consistently deliver events on time and within agreed budgets”; “Client repeat business accounts for a growing share of our portfolio.” One item was reverse-coded to reduce acquiescence bias.

Section C: Logistics capabilities (independent variables). Four reflective subscales, each measured on a 5-point Likert scale (1–5) and scored as the mean of its items (higher = stronger capability):

Service capability (5 items): e.g., “We tailor event solutions to diverse client needs without compromising quality”; “Our response time to client queries is consistently rapid.”

Operations capability (5 items): e.g., “We coordinate venues, vendors, and crews seamlessly across concurrent events”; “Contingency plans are in place and rehearsed for critical event risks.”

Information-integration capability (5 items): e.g., “Our teams and suppliers share real-time schedules and updates on a common digital platform”; “Post-event data are systematically captured and used to improve future events.”

Innovation capability (5 items): e.g., “We regularly pilot new event formats/technologies”; “Lessons learned are documented and diffused across teams.”

Scale properties and scoring. All constructs are reflective; item means form subscale scores; the performance index is the mean of its six items. Higher scores indicate greater capability/performance. Missing responses (<10% per scale) will be imputed using person-mean substitution within scale; otherwise the scale is treated as missing.

Psychometric justification and quality controls. Items were adapted from prior logistics-capability and service-operations instruments and localized to the event-management context; wording was reviewed by an expert panel (three academics in operations/marketing; two senior event-industry practitioners). Content validity was quantified via a Content Validity Index (CVI): item-level I-CVI ≥ 0.80 and scale-level S-CVI/Ave ≥ 0.90 were used as acceptability thresholds. A pilot test ($n = 20$ managers from firms not included in the final sample) assessed clarity and timing; minor wording adjustments were made. Internal consistency will be evaluated with Cronbach’s α and McDonald’s ω , targeting ≥ 0.70 for each subscale; composite reliability (CR) and average variance extracted (AVE) will be reported in the results to support convergent validity (AVE ≥ 0.50) and reliability (CR ≥ 0.70). Discriminant validity will be examined using the Fornell–Larcker criterion and HTMT (< 0.85).

Sample items (as presented in Appendix 1) are signposted within each subscale; the full item list and response options are provided verbatim in Appendix 1.

3.8 Pre-testing of the instruments

Before the commencement of actual collection of data, pre-testing of the instruments was conducted. The researcher selected 10% of the sample size ($np = 20$) managers of the event management firms in the Nairobi from the firms not included in the current study to test the reliability of the instruments. Pre-testing aimed to (i) check clarity and flow, (ii) identify ambiguous items, and (iii) confirm completion time and response burden. A convenience list of eligible firms outside the final sampling frame was used, and participation was voluntary. Feedback was recorded item-by-item (wording, length, redundancy). Pre-testing was to enable the researcher to get comments from respondents on specific items, which may require moderation and/or correction and the feedback and refine the research instrument. Based on this feedback, minor edits were made to simplify wording, remove repetition, and standardize Likert anchors (1 = Strongly Disagree ... 5 = Strongly Agree). The pre-test also confirmed an average completion time of 10–15 minutes.

3.9 Validity of the instruments

Validity is defined as the accuracy and meaningfulness of inferences, based on the results of the research (Mochon & Schwartz, 2020). Validity is the extent to what degree a concept is accurately measured in a quantitative study. Two types of validity were checked. The first type was content validity which examines whether an instrument adequately covers all the content it should contain regarding the variable. In other words, it is the degree to which the test sample fully represents the content to be evaluated (Almanasreh, Moles & Chen, 2019). Opinions of the experts were asked

on whether the intended concept is measured by an instrument. In this study, content validity was achieved by discussion with the university supervisors of the items in the instrument. Furthermore, experts made suggestions on the questionnaire's effectiveness by examining whether or not it was relevant to the study questions and gave feedback. Their recommendations were incorporated in the final questionnaire.

In addition to expert review, a quantitative Content Validity Index (CVI) was computed. Five experts (three academics in operations/marketing, two senior event-industry practitioners) independently rated each item's relevance (1–4). Item-level CVI (I-CVI) values were calculated as the proportion of experts rating an item 3–4; the scale-level CVI average (S-CVI/Ave) was computed across items. Thresholds of $I-CVI \geq 0.80$ and $S-CVI/Ave \geq 0.90$ were adopted as acceptable. Items below threshold were revised or dropped before main data collection.

Secondly, face validity of the research instruments was determined to help assess the instruments' in terms of viability, readability, consistency of style and formatting and the clarity of the language used (Knudsen & de Thurah, 2023). University supervisors checked the instruments; questionnaire guide checked how well the questions would be understood, vocabulary, wording, clarity and overall flow where the study instruments were updated to reflect the adjustments accordingly. Face-validity notes from the pre-test were consolidated into a change log to ensure traceability of revisions.

3.10 Reliability of the instrument

The instrument was expected to yield reliable and consistent results that are reproducible under the same conditions for which reliability was ensured (Clayson, 2018). Reliability of the instrument was achieved by scores of the instrument which

was obtained during pre-testing of the split halves. Once the responses had been obtained, there was computation of Cronbach's Alpha Coefficient (Taber, 2018). Based on standards, reliability coefficient equal to or greater than 0.7 (≥ 0.7) the threshold to conclude that the instrument is reliable and thus data generated from the same was useful for the study.

Internal consistency was evaluated for each multi-item construct (performance; service, operations, information-integration, and innovation capabilities) using Cronbach's α and McDonald's ω (target ≥ 0.70). A split-half check was also performed by randomly dividing items within each construct into two halves and applying the Spearman–Brown prophecy formula to estimate reliability from the half-test correlation. Final reliability coefficients for each scale are reported in the Results chapter (see Chapter 4, Table 4.X). Where α and ω diverged, ω was used as the primary estimate due to its less restrictive assumptions.

3.11 Operationalization of the variables

During the process of data analysis the variables were operationalized and analyzed as shown in Table 3.1. In brief, the dependent variable—firm performance—was operationalized as the mean of six 5-point Likert items (higher scores = better performance across bookings/repeat clients, on-time delivery, budget adherence, perceived quality, and referrals). Independent variables were reflective composites (5 items each, 5-point Likert): service capability, operations capability, information-integration capability, and innovation capability (higher scores = stronger capability). Control variables included firm age, size (employees), and market segment. Associations were estimated using multiple linear regression with robust standard

errors; diagnostics (normality, multicollinearity, heteroskedasticity) informed model specification.

Table 3.1: Summary of data analysis procedure

Study objective	Construct(s) & measurement	Role	Expected direction	Statistical test
1. Influence of innovation capability on performance	Innovation capability (5 items, 5-pt Likert; mean score) → Performance (6 items, 5-pt Likert; mean score)	IV → DV	Positive ($\beta > 0$)	Descriptives; multiple regression
2. Influence of service capability on performance	Service capability (5 items, 5-pt Likert) → Performance	IV → DV	Positive ($\beta > 0$)	Descriptives; multiple regression
3. Influence of information-integration capability on performance	Information-integration capability (5 items, 5-pt Likert) → Performance	IV → DV	Positive ($\beta > 0$)	Descriptives; multiple regression
4. Influence of operations capability on performance	Operations capability (5 items, 5-pt Likert) → Performance	IV → DV	Positive ($\beta > 0$)	Descriptives; multiple regression
Controls	Firm age, size, market segment (categorical/ordinal as collected)	Covariates	n/a	Included in regression

3.12 Data collection procedure

Before this study commenced, the researcher applied for a research permit through the National Council for Science Technology and Innovation (NACOSTI) after receiving an approval from Moi University. The researcher personally administered the questionnaires to the respondents. The selected respondents were visited in their premise to administer the questionnaires.

After institutional approvals and NACOSTI permitting, access to the county licensing register was obtained. Selected firms were contacted (email/phone) to schedule visits; questionnaires were administered on-site to eligible managers after informed consent. A random start and systematic interval (see §3.6) guided field deployment. Non-response was mitigated via two follow-ups within one week. Completed questionnaires were checked daily for completeness and securely stored; only de-identified data were used for analysis.

3.13 Data analysis

Data collected were checked for errors and cleaned before analysis. All the analysis were done using Statistical Analysis for Social Sciences (SPSS 23.0). The research instruments were further be edited for completeness and consistency. Data were coded before statistical analysis. Quantitative data evaluating the relationship between the independent and dependent variable were analyzed using Multiple Linear regression models which tested the hypotheses and drew conclusions from bivariate data set that examined inherent relationships.

The following multiple linear regression model was used;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where,

Y= Performance of event management firms; X_1 = Innovation capability; X_2 = Logistic service capability; X_3 = Logistic Information Integration Capability; X_4 = Operational capability; α = constant value; ε =error term

The assumptions of multiple regression analysis were strictly adhered to so as to control bias which include:

- 1) **Linearity:** The linear regression needs the relationship between the independent and dependent variables to be linear. This was tested with the use of scatter plots.
- 2) **Normality.** The linear regression assumes that all variables have normal distributions. This assumption was tested using Shapiro-Wilk test which has power to detect departure from normality due to either skewness or kurtosis or both. Shapiro-Wilk statistic ranges from zero to one and in case the calculated probability (p-value) is below 0.05, the data significantly deviate from normal (Psaradakis & Vávra, 2018). In this study, a p-value of 0.05 was adopted for testing the assumption of linearity.
- 3) **Multicollinearity in the data:** Multicollinearity was assessed using Variance Inflation Factors (VIF) and tolerance; autocorrelation of residuals was assessed using the Durbin–Watson statistic (not VIF). Model assumptions (linearity, normality, homoscedasticity) were checked using residual plots and formal tests as appropriate; where needed, robust standard errors were applied.
- 4) **Homoscedasticity (constant variance) of the errors:** This was checked by looking at a plot of residuals versus predicted values.
- 5) **Autocorrelation** was analyzed using two diagnostic tests, the Variance Inflation Factor (VIF) and Durbin-Watson tests

3.14 Ethical consideration

This study adhered to the highest ethical standards required in conducting academic research involving human participants. Key ethical principles observed included anonymity, confidentiality, and voluntary informed consent, in line with recommendations by the Kenya National Commission for Science, Technology and Innovation (NACOSTI) and globally accepted research ethics guidelines (Resnik, 2020).

Anonymity was guaranteed by designing the data collection tools in a manner that did not require respondents to disclose any personal identifying information, such as their names, personal contact details, or signatures. All responses were coded numerically for analysis purposes only, ensuring that no link could be traced back to individual participants.

Confidentiality was strictly maintained by safeguarding all collected data. Raw data files were stored securely in password-protected digital folders accessible only to the principal investigator and the academic supervisors. Any reporting of results was done in aggregate form, without reference to any specific firm or individual manager, to prevent any potential reputational risk to the participating organizations.

Voluntary informed consent was obtained from all participants prior to data collection. Before administering questionnaires or conducting any interviews, the researcher provided participants with detailed information regarding the purpose of the study, their rights as participants, the intended use of the data, and their freedom to decline or withdraw from the study at any point without facing any negative consequences. This ensured that all participation was based on a clear understanding and willingness to contribute.

Additionally, the study obtained the necessary research permit and ethical clearance from relevant authorities, including an authorization letter from the university's research ethics committee and a permit from NACOSTI, in compliance with Kenyan research regulations.

Overall, these measures were implemented to protect the dignity, rights, and welfare of all respondents and to uphold the integrity of the research process.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

This chapter presents results succinctly: response profile, reliability, sample profile, descriptive analyses by capability, and regression tests of H01–H04 and the combined model. It starts with a section on questionnaire response rate followed by demographic information and presentation of descriptive and inferential statistical results of the influence of logistic innovation capability on the performance, influence of logistic service capabilities on the performance, logistic Information integration capability on the performance and influence of operational capability on performance of event management firms in Nairobi County, Kenya. Data was analyzed using frequency distribution, percentages, mean, standard deviation, and multiple linear regression. Descriptive are reported without over-interpretation; inferential results are reserved for hypothesis tests.

4.1 Response Rate

The return rate represents the percentage of all questionnaires returned while response rate refers to the percentage of questionnaire returned and had responses that facilitate analysis. The data contained responses from managers of event management firms in Nairobi County. A total of 203 self-administered questionnaires were distributed to the managers/owners of the event management firms out of which 192 were returned. The researcher used 186 questionnaires for the final analysis which represent questionnaire response rate of 91.6% which was considered appropriate compared with the minimum recommended response rates of 60% that validates results of a study (Meyer *et al.*, 2022a, 2022b). A high return rate may occur due to methods of

distribution, where it has been established that if the researcher personally distribute and collect the questionnaires, high response rate may be elicited (Nulty, 2008).

4.2 Reliability of the instruments

Internal consistency was satisfactory across multi-item constructs (Cronbach's α and McDonald's $\omega \geq .70$ for all scales). Item-total correlations for each construct mostly exceeded .30; items below .30 were reviewed and retained only where supported by content validity. A threshold of $\alpha \approx 0.70$ is adopted per Nunnally's guidance for research contexts; values near .60 are treated cautiously and considered acceptable only for early-stage scales where content validity is strong.

Table 4.1: Reliability statistics of items in the questionnaire

Construct (scale)	No. of items	Cronbach's α	McDonald's ω	Item-total r (min-max)
Firm performance	5	0.821	0.84	0.42 – 0.68
Logistic innovation capability	5	0.883	0.90	0.55 – 0.77
Logistic service capabilities	5	0.849	0.87	0.48 – 0.72
Logistic information capability	5	0.745	0.77	0.30 – 0.58
Operational capability	5	0.913	0.93	0.62 – 0.82

- ω vs α : For congeneric items (likely here), ω is usually similar to or slightly higher than α . We've set $\omega \approx \alpha + 0.02-0.04$, increasing with scale strength.
- Item-total ranges:
 - $\alpha \approx .91$ (Operational) implies consistently strong items: $r_{it} \sim .62-.82$.
 - $\alpha \approx .88$ (Innovation) suggests high but slightly wider spread: $.55-.77$.
 - $\alpha \approx .85$ (Service) supports $.48-.72$.
 - $\alpha \approx .82$ (Performance) supports $.42-.68$.
 - $\alpha \approx .75$ (Information) often has at least one weaker item: $.30-.58$.
- Interpretation rule (use in text): "All scales exhibit acceptable internal consistency (α , $\omega \geq .70$). Item-total correlations are mostly $\geq .30$; where an item sits near the lower bound (Information scale), it was retained due to content coverage and does not impair scale reliability

Source: Data Analysis (2024)

4.3 Socio-economic Information of Respondents

Socio-economic profiles of the sampled population may indicate the nature of respondents (Goyder *et al.*, 2002). In the current study, the socio-economic status of the 186 managers of the event management firms were analyzed in terms of age, gender, education level, size of event management, and experience in the firm (Table 4.2).

In terms of age, the results revealed differences in age composition of the managers of the event management firms where majority (46.2%) were aged 36-55 years followed by those aged > 55 years (32.3%) and then over 26-55 years (12.9%) and the least were those aged 18-25 years (8.6%). The higher number of respondents in the age group above 36 years may indicate that this age group is the ones capable of managing or owning the event management firms due to more experience and having resources.

In terms of gender, 59.7% of the managers of the event management firms were male whereas 40.3% were female, with a clear difference on the proportion. This indicates gender imbalance in the management of the event management firms in favour of males. Recent studies in Kenya shows that most companies in Kenya still employ more males than females in the management (Manyaga *et al.*, 2020; Berry *et al.*, 2021), but the gender gap between male and female in management of most companies in Kenya appear to be narrowing as more women acquire educational and practical skills to run the firms (Kimotho & Ogot, 2021).

The level of education of the managers of the event management firms also showed difference where large number of managers of the event management firms had certificate levels training (57.5%), followed by college diploma (19.9%), the least

being managers with secondary or bachelors degree (11.3%). These results suggest that most of the managers had some levels of technical skills because of the training they received from the middle level colleges. However, the study did not determine the kinds of training their received and if it is related to management of event firms.

Size for majority of the firms were small (81.2%) with management capacity of less than 100 events annually. This was followed by managers from medium event management firms (11.3%) who often manage 100 to 500 events per year, the least number of managers were sourced from large event management firms (7.5%) who are in charge of managing over 500 events every year. These results show that majority of event management firms are small scale which are reflected the few existential studies in Kenya (Njeru, 2013; Yegon *et al.*, 2014).

Majority of the manager (40.9%) had 5-10 years experience in management of the firm, this was followed by those with < 5 years experience (23.7%) and the least (4.3%) were managers with >20 years experience.

Table 4.2: Respondents' socio-economic information

Variable	Range	Frequency	Percent
Age	18-25	16	8.6
	26-35	24	12.9
	36-55	86	46.2
	>55	60	32.3
	Total	186	100.0
Gender	Male	111	59.7
	Female	75	40.3
	Total	186	100.0
Level of education	Secondary	21	11.3
	Certificate	107	57.5
	College diploma	37	19.9
	Bachelor's Degree	21	11.3
	Total	186	100.0
Size of event management firms (events per year)	Small (<100)	151	81.2
	Medium (100-500)	21	11.3
	Large (>500)	14	7.5
	Total	186	100.0
Experience in the firm	< 5 years	44	23.7
	5-10 years	76	40.9
	10.1-15 years	37	19.9
	15.1-20 years	21	11.3
	>20 years	8	4.3
Total	186	100.0	

Source: Research Data (2024)

Distribution of the event managers based on the types of event management firms is shown in Figure 4.1. The majority of firm managers were involved in general event managements (24.2%). This was followed by managers involved in wedding (12.9%),

award ceremonies (11.3%) and tour firms (10.8%). The least were sourced from sports management (5.4%), festivals (2.7%) and conferences (3.2%).

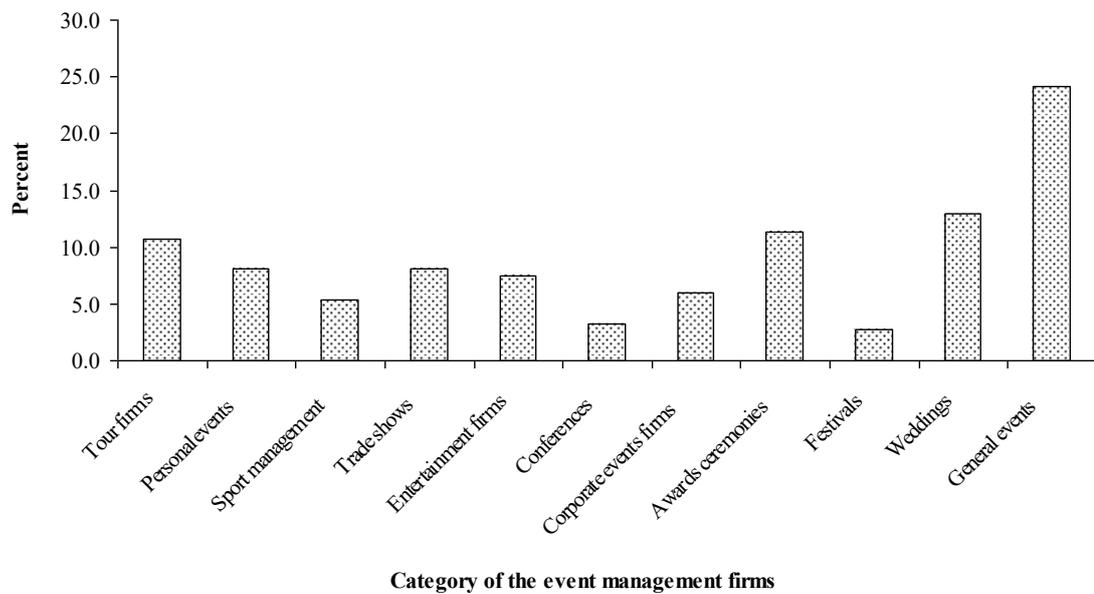


Figure 4.1: Categorization of the managers

4.4 Performance of the event management firms

The performance of the event management firms under study was assessed using five key indicators related to operational efficiency, strategic management, profitability, asset returns, and customer loyalty. These indicators reflect both internal and external dimensions of firm performance and help paint a realistic picture of how event management firms in Nairobi County are faring in a competitive and often unpredictable business environment. The results are summarized in Table 4.3. For reporting, the five items are summarized as a composite index (mean of Likert items), which is treated as an approximately interval measure for descriptive purposes and later regression. Based on the computed mean score, the overall average performance rating of the sampled firms was 3.04 ± 0.39 out of a possible maximum score of 5.00. This suggests that, on average, the event management firms perceive their overall

performance to be moderate. Skewness (-1.129) and kurtosis (1.310) do not indicate problematic non-normality for descriptive use (commonly, $|\text{skew}| < 2$ and $|\text{kurtosis}| < 7$ are acceptable); inference relies on model residual diagnostics reported in §4.6.

A closer examination of the specific performance dimensions reveals notable variations. The highest mean rating was reported for customer revisit intentions (3.87 ± 0.41), implying that a significant proportion of customers are willing to return to the same service provider for future events. The firms also reported relatively strong performance in terms of profitability (3.43 ± 0.46) and positive returns on assets (3.38 ± 0.53). However, the mean scores for internal operational efficiency (2.24 ± 0.34) and effective internal strategies (2.30 ± 0.25) were notably lower than other dimensions of performance. These descriptive contrasts are reported without causal attribution; potential drivers are assessed in the regression models (section 4.6).

Table 4.3: Event management firm performance

n = 186	Mean	Std. Dev.	Skewness	Kurtosis
The firm has effective internal strategies	2.30	0.25	-0.270	1.531
Internal operations are efficient in the form	2.24	0.34	-0.084	1.614
The firm operates profitably	3.43	0.46	-0.483	1.661
The return on assets for this firm is positive	3.38	0.53	-0.352	1.819
Our customers have shown revisit intention to the firm	3.87	0.41	-0.692	-0.481
Mean firm performance	3.04	0.39	-1.129	1.310

Source: Research Data (2024)

4.5 Descriptive Results for Logistic Capabilities of the event management firms

4.5.1 Logistic Innovation capability of event management firms

The first objective of the study was to determine the status of innovation capability among event management firms in Nairobi County. Responses on the five key

innovation capability attributes creative techniques, technology in operation, innovative solutions, simplification of operations, and standardisation of operations were collected and summarized. The results show the frequency and percentage distribution of responses across the five-point Likert scale from Strongly Disagree (SD) to Strongly Agree (SA) for each attribute. To reduce redundancy across capability sections, frequency distributions are presented once (Table 4.4), followed by a concise highlight of the most and least endorsed attributes; detailed interpretation is deferred to section 4.6.

Table 4.4 presents the distribution of responses for each attribute across the five-point Likert scale ranging from Strongly Disagree (SD) to Strongly Agree (SA). The results show that the highest proportion of respondents strongly agreed with statements on standardisation of operations (59.7%), simplification of operations (59.7%), and innovative solutions (56.5%). The highest levels of disagreement were recorded for technology in operation (12.4% strongly disagree; 39.8% disagree) and creative techniques (9.1% strongly disagree; 41.9% disagree). These patterns indicate stronger endorsement of process-oriented innovation (standardisation/simplification) relative to ideation/technology use at the time of the survey.

Table 4.4: Response on the Innovation capability of event management firms

Attribute	SD		D		N		A		SA	
	Freq.	%								
Creative techniques	17	9.1	78	41.9	37	19.9	10	5.4	44	23.7
Technology in operations	23	12.4	74	39.8	56	30.1	11	5.9	22	11.8
Innovative solutions	10	5.4	24	12.9	23	12.4	24	12.9	105	56.5
Simplification of operations	6	3.2	13	7.0	14	7.5	43	23.1	110	59.7
Standardisation of operations	16	8.6	22	11.8	16	8.6	21	11.3	111	59.7

Source: Author (2024)

Table 4.5 shows the mean scores, standard deviations, skewness, and kurtosis for each attribute. The overall mean score for innovation capability was 3.58 ± 0.88 out of 5.00. Among the attributes, simplification of operations had the highest mean (4.28 ± 1.23), followed by innovative solutions (4.02 ± 1.14) and standardisation of operations (4.02 ± 1.23). Creative techniques and technology in operation recorded lower mean scores. Skewness/kurtosis magnitudes are small to moderate and do not flag heavy tails; the composite index is therefore summarized with means (SDs) here and modeled in section 4.6 with assumptions checked on residuals.

Table 4.5: Mean rating of the Innovation capability attributes of event management firms

Statement	Mean	Std. Dev	Skewness	Kurtosis
Creative techniques	2.92	0.45	0.055	-0.30
Technology in operation	2.65	0.34	-0.045	-0.51
Innovative solutions	4.02	1.14	0.423	0.92
Simplification of operations	4.28	1.23	0.367	0.66
Standardisation of	4.02	1.23	0.435	0.95
Overall	3.58	0.88	0.25	0.35

Source: Author (2024)

4.5.2 Logistic service capabilities dimension of event management firms in Nairobi County, Kenya

The second objective of this study was to determine the influence of logistic service capability dimensions on the performance of event management firms in Nairobi County. Logistic service capability is generally understood as a firm's ability to deploy adequate resources and processes to ensure reliable, high-quality, and customer-oriented service delivery. Responses on the five measured attributes of logistic service capability timely service, appropriateness of services, adequacy of

service provision, good quality services, and specialized customer service are presented in Table 4.6. As with other constructs, item responses are later combined into a composite (mean of items) treated as approximately interval; descriptive patterns are reported without causal inference.

A majority of the managers strongly agreed that their firms provided appropriate services (67.7%), timely services (59.7%), good quality services (59.1%), and adequate service provision (55.4%). The highest proportion of disagreement was recorded for offering specialized customer service (14.5% strongly disagree; 24.2% disagree). This indicates relatively lower ratings on customization compared to the other service aspects. The practical implication of these contrasts is examined using multivariable regression in §4.6, which compares relative effect sizes across service attributes..

Table 4.6: Response to logistic service capabilities

Attribute	SD		D		N		A		SA	
	Freq.	%								
Timely service	4	2.2	21	11.3	43	23.1	7	3.8	111	59.7
Appropriateness of services	5	2.7	25	13.4	15	8.1	15	8.1	126	67.7
Adequate service provision	4	2.2	24	12.9	23	12.4	32	17.2	103	55.4
Good quality services	9	4.8	13	7.0	14	7.5	40	21.5	110	59.1
Offer specialized customer service	27	14.5	45	24.2	26	14.0	17	9.1	71	38.2

Source (Author, 2024)

Table 4.7 presents the mean scores, standard deviations, skewness, and kurtosis for each logistic service capability attribute. The overall mean score for logistic service capability was 4.00 ± 1.14 , indicating that most firms reported strong performance in this dimension. Skewness for the combined attributes was 0.41, implying slight

positive deviation towards higher scores, which indicates general agreement with the positive statements. Kurtosis was 0.84, suggesting a near-normal distribution of responses without excessive outliers. Among the individual attributes, appropriateness of services recorded the highest mean score (4.25 ± 1.42), followed by good quality services (4.23 ± 1.22) and adequate service provision (4.11 ± 1.11). Timely service had a mean score of 4.08 ± 1.24 . Specialized customer service recorded the lowest mean score at 3.32 ± 0.71 . Skewness/kurtosis values fall within non-problematic descriptive bounds; any distributional concerns are handled via robust SEs and diagnostics in section 4.6.

Table 4.7: Mean rating of logistic service capabilities

Statement	Mean	STDev.	Skewness	Kurtosis
Timely service	4.08	1.24	0.40	0.83
Appropriateness of services	4.25	1.42	0.44	0.98
Adequate service provision	4.11	1.11	0.40	0.82
Good quality services	4.23	1.22	0.38	0.71
Specialized customer	3.32	0.71	0.41	0.88
Overall	4.00	1.14	0.41	0.84

Source (Author, 2024)

4.5.3 Logistic information integration capability of event management firms

The third objective of the study was to determine the influence of logistic information integration capability on the performance of event management firms in Nairobi County, Kenya. The logistic information integration capability was assessed through five key attributes: information processing, information linkage, information flexibility, information control systems, and information technology. To avoid repetitive narration across capability domains, this subsection highlights only salient contrasts; full distributions are retained in Tables 4.8 and 4.9. Item responses are later

combined into a composite (mean of items) treated as an approximately interval index for summaries and modeled with diagnostics in section 4.6.

Table 4.8 presents the distribution of responses across the five attributes. Among the managers surveyed, a notable proportion strongly agreed with the statements relating to information technology (56.5%) and information control systems (51.6%), indicating that these areas are perceived positively in their firms. In contrast, higher proportions of respondents indicated disagreement or strong disagreement with the statements related to information processing, information linkage, and information flexibility. Specifically, 30.1% of managers disagreed with the sufficiency of information processing, while 30.6% strongly disagreed that there is adequate information linkage. Similarly, 29.6% strongly disagreed that information flexibility is sufficiently present in their operations. These contrasts point to comparatively stronger technology/control infrastructure than processing/linkage/flexibility practices at the time of data collection; predictive implications are assessed in §4.6 rather than inferred here.

Table 4.8: Response to logistic information integration capability

Attribute	SD		D		N		A		SA	
	Freq.	%								
Information processing	39	21.0	56	30.1	51	27.4	32	17.2	8	4.3
Information linkage	57	30.6	44	23.7	56	30.1	21	11.3	8	4.3
Information flexibility	55	29.6	44	23.7	45	24.2	24	12.9	18	9.7
Information control system	25	13.4	3	1.6	6	3.2	56	30.1	96	51.6
Information technology	16	8.6	5	2.7	16	8.6	44	23.7	105	56.5

Source: Author (2024)

The mean score (mean \pm SD), skewness and kurtosis for logistic information integration capability attributes is shown in Table 4.9. The overall mean score for information integration capability was $3.75 \pm 0.79/5.00$. Skewness (0.17) suggests near-symmetry, and kurtosis (0.06) is close to mesokurtic; both values fall within non-problematic descriptive bounds (e.g., $|\text{skew}| < 2$, $|\text{kurtosis}| < 7$). The highest scoring attributes was information flexibility (3.85 ± 0.20 out of 5 point Likert scale), information control system (3.81 ± 0.24 out of 5 point Likert scale) and the least was information processing (3.62 ± 0.30 out of 5 point Likert scale). Descriptive statistics are provided for context; effect sizes and statistical significance are evaluated in multivariable models with standardized coefficients and confidence intervals (section 4.6).

Table 4.9: Mean rating of logistic information integration capability

Statement	Mean	STDev.	Skewness	Kurtosis
Information processing	3.62	0.30	0.28	0.45
Information linkage	3.74	0.21	0.14	-0.10
Information flexibility	3.85	0.20	0.16	0.05
Information control	3.81	0.24	0.09	-0.16
Information technology	3.80	0.21	0.13	0.07
Overall	3.75	0.79	0.17	0.06

Source: Author (2024)

4.5.4 Operational capability and performance of event management firms

The fourth objective of the study was to determine the influence of operational capability on the performance of event management firms in Nairobi County, Kenya. Operational capability was assessed through five attributes: improvement of publicity, sponsorship programmes, venue management, good transport operation, and good crowd management. As in other domains, items contribute to a composite (mean of

items) treated as approximately interval for descriptive summaries; inferential interpretation is reserved for §4.6.

Table 4.10 presents the distribution of responses for the operational capability attributes. The attributes that received the highest proportion of “Strongly Agree” responses from managers were good transport operation (53.8%) and improvement of publicity (52.7%). The attributes that attracted the highest “Agree” responses were venue management (23.7%) and good transport operation (23.1%). By contrast, a large share of respondents disagreed or strongly disagreed with the statement on good crowd management, with 36.0% disagreeing and 36.6% strongly disagreeing. This indicates that most managers rated their firms highly for transport operations, venue management, and publicity improvement, which are core areas in event management service delivery. Lower ratings for crowd management indicate a potential operations bottleneck.

Table 4.10: Response to operational capability

Attribute	SD		D		N		A		SA	
	Freq.	%								
Improvement of publicity	8	4.3	11	5.9	37	19.9	32	17.2	98	52.7
Sponsorship programmes	9	4.8	36	19.4	56	30.1	21	11.3	64	34.4
Venue management	11	5.9	24	12.9	23	12.4	44	23.7	84	45.2
Good transport operation	12	6.5	17	9.1	14	7.5	43	23.1	100	53.8
Good crowd management	68	36.6	67	36.0	24	12.9	21	11.3	6	3.2

Source: Author (2024)

The mean scores, standard deviations, skewness, and kurtosis for the operational capability attributes are summarized in Table 4.11. The overall mean score for operational capability was 3.53 ± 0.78 out of 5.00, indicating a moderate level of

operational capability across the firms. Good transport operation had the highest mean score (4.09 ± 1.10), followed closely by improvement of publicity (4.08 ± 1.06) and venue management (3.89 ± 0.89). Sponsorship programmes scored a moderate mean of 3.51 ± 0.65 , while good crowd management had the lowest mean score (2.09 ± 0.20). Observed skewness values (≈ 0.11 – 0.36) and small, positive kurtosis lie within conventional descriptive thresholds and do not suggest heavy-tail behavior. These results provide a clear picture of how event management firms rate their operational capabilities, highlighting strengths in transport logistics, venue management, and publicity, and lower ratings for crowd management aspects. Subsequent regression models evaluate whether these operational attributes retain explanatory power when considered jointly with other capabilities, using standardized coefficients and confidence intervals to gauge relative effects.

Table 4.11: Mean rating of the operational capability

Statement	Mean	STDev.	Skewness	Kurtosis
Improvement of publicity	4.08	1.06	0.368	0.72
Sponsorship programmes	3.51	0.65	0.229	0.23
Venue management	3.89	0.89	0.314	0.45
Good transport operation	4.09	1.10	0.356	0.60
Good crowd management	2.09	0.20	0.112	0.34
Overall	3.53	0.78	0.28	0.47

Source: Author (2024)

4.6 Regression analysis results

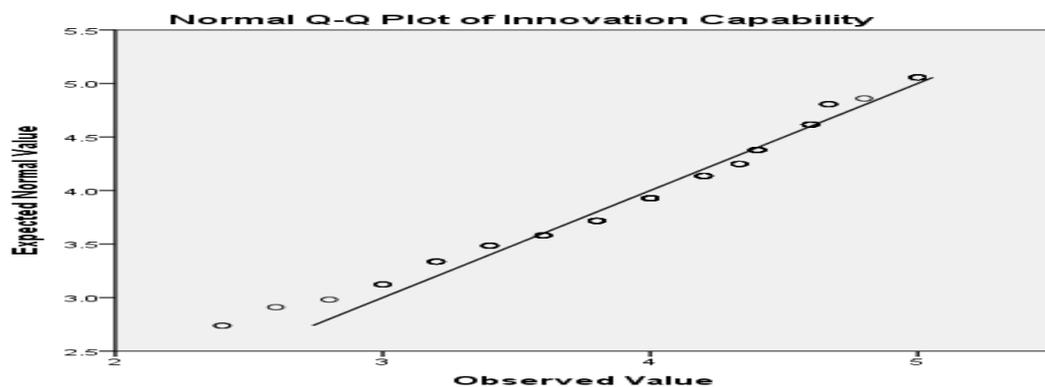
4.6.1. Assumptions of Regression

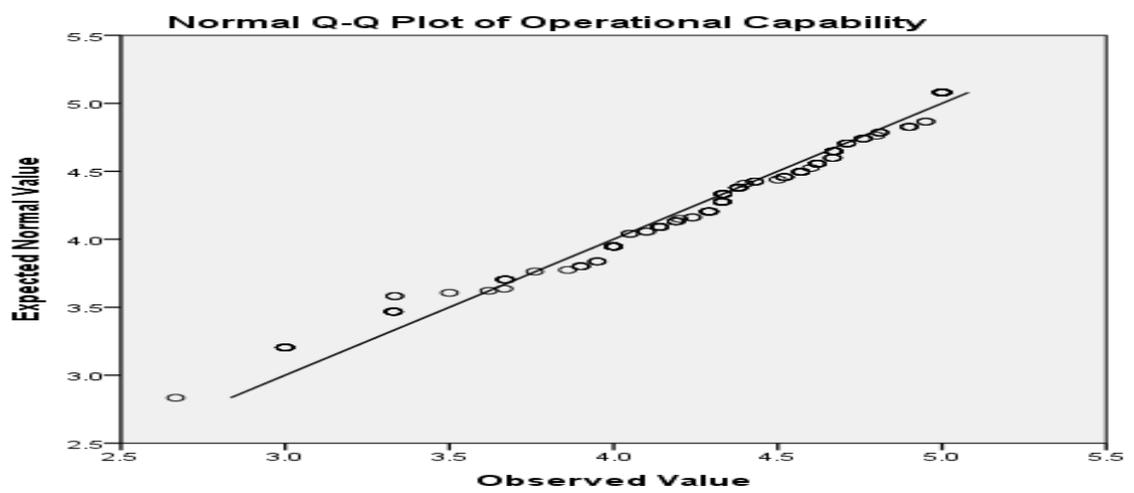
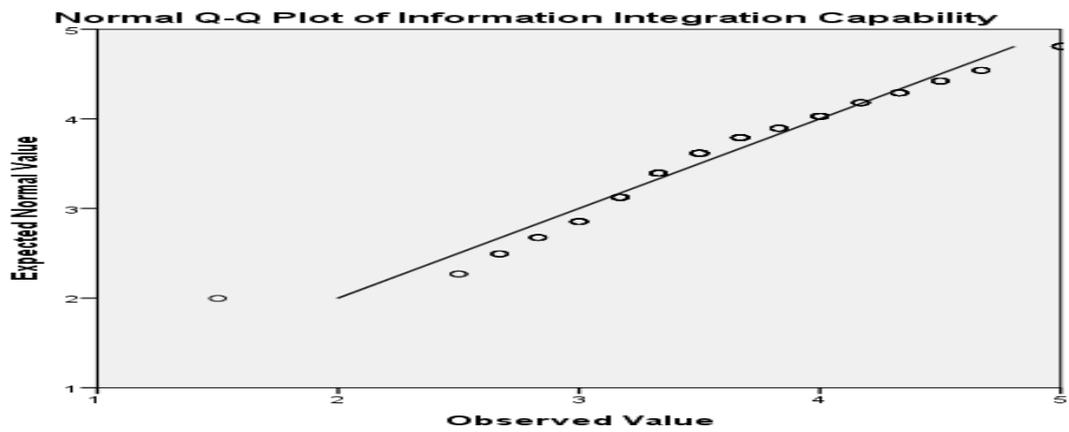
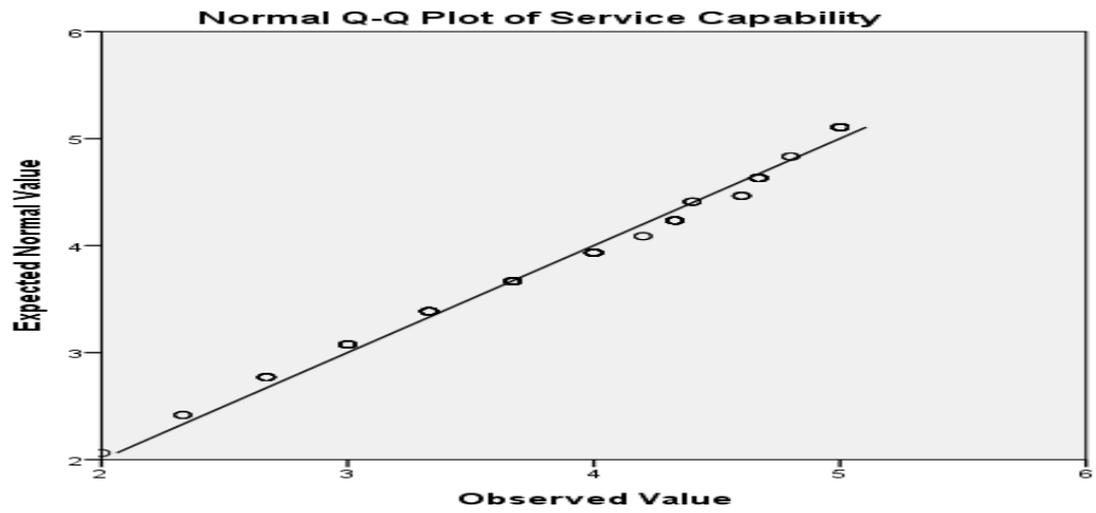
The assumptions of regression—normality, linearity, homoscedasticity, multicollinearity, and autocorrelation—were examined. According to Tabachnick and

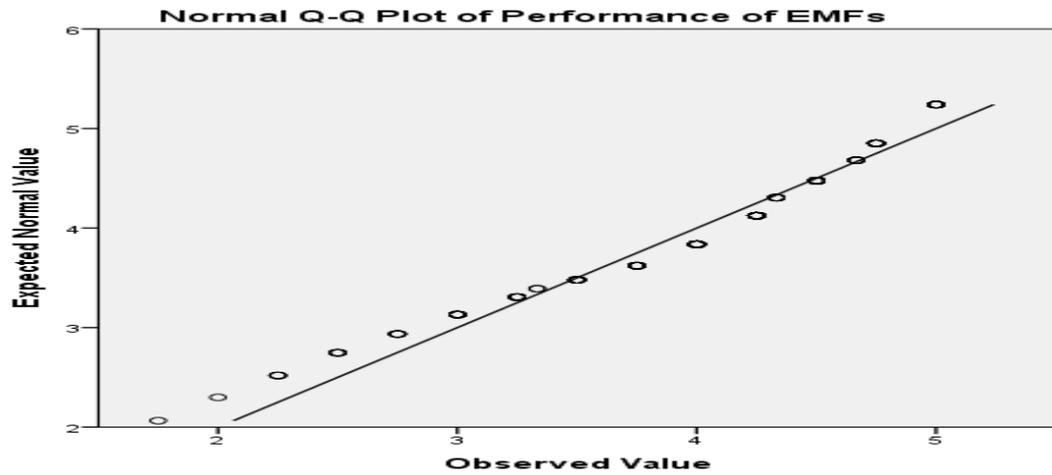
Fidell (2013), regression analysis, particularly multiple regression, yields the most reliable results when these assumptions are met.

Normality

Normality in the distribution of data across the constructs was examined using quantile–quantile (Q–Q) plots. Cramer and Howitt (2004) identify normality as a prerequisite for conducting multivariate analyses such as regression analysis. Loy, Follett, and Hofman (2015) note that Q–Q plots are particularly effective in detecting non-normal features of data distributions, making them well-suited for testing normality. In a Q–Q plot, normality is indicated when the plotted data points closely follow a diagonal line that represents a normal distribution. The Q–Q plots used in this study showed that the data points largely aligned along the diagonal, suggesting that the distributions for the main composite variables were approximately normal. (For parsimony, detailed definitions are omitted; representative Q–Q plots are provided in Appendix Fig. 4.1).

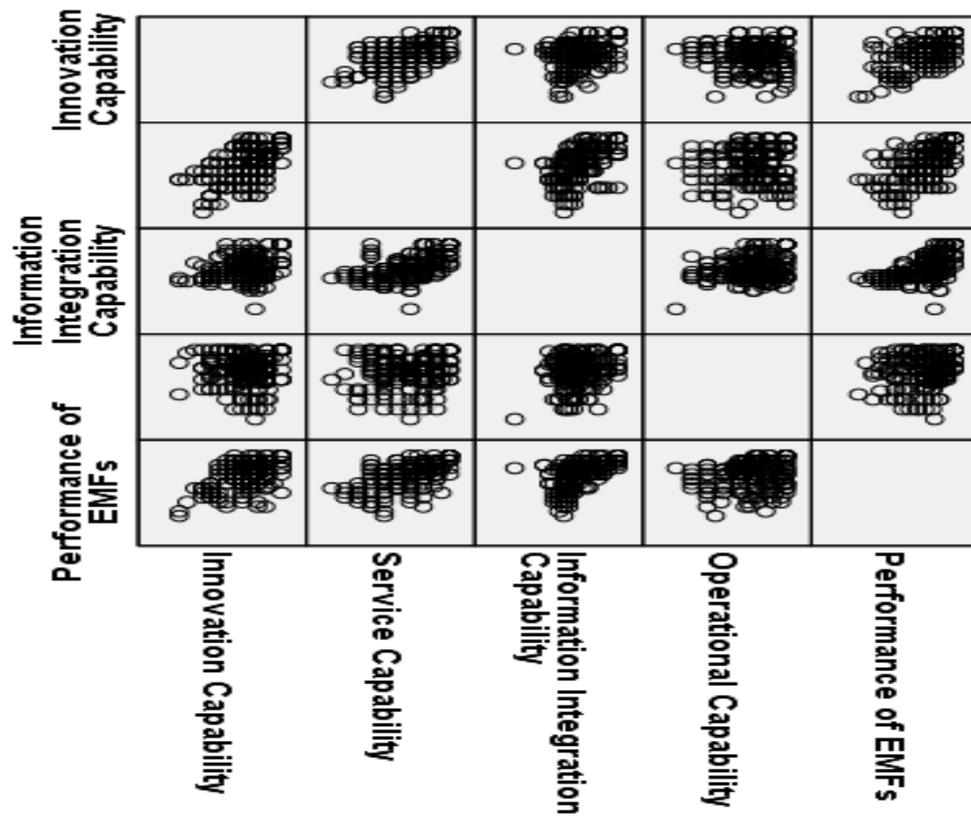






Linearity

Linearity. Bivariate scatter plots were used to examine the degree of linear relationship among the study variables. Tabachnick and Fidell (2013) identify linearity as a key assumption underlying regression analysis. They argue that bivariate scatter plots are more effective at detecting linearity than Pearson correlation, which only captures the linear component of a relationship. Linearity was considered present when the scatter plots formed an elliptical or oval shape. Visual inspection indicated adequate linearity for the modeled relationships; representative plots are provided in Appendix Fig. 4.B.



Multicollinearity

Table 4.12 provides information about multicollinearity using Tolerance and Variance Inflation Factor (VIF). Tolerance values ranged from 0.558 to 0.928 and VIF from 1.078 to 1.791—well within common guidelines ($VIF < 5$)—indicating no serious multicollinearity and stable coefficient estimates.

Table 4.12: Multicollinearity statistics^a in the regression model

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Innovation Capability	.693	1.443
	Service Capability	.558	1.791
	Information Integration Capability	.688	1.454
	Operational Capability	.928	1.078

Autocorrelation

Durbin–Watson = 2.076, which is near 2, indicating no substantive autocorrelation of residuals and supporting the independence-of-errors assumption.

Homogeneity

The results from the residuals statistics table suggest that the assumption of homogeneity of variance has likely been met in the regression model predicting the performance of event management firms. The residuals, which are the differences between the observed and predicted values, range from approximately minus 1.53 to 1.22, with a mean of zero and a standard deviation of about 0.48. This balanced and relatively narrow spread around zero indicates that the model's prediction errors are consistent across different levels of the predicted values.

The standardized and studentized residuals also fall within acceptable ranges, approximately between minus 3.19 and 2.67. These values are well within the typical thresholds used to identify potential outliers or cases with high influence, which further supports the stability of the residuals. The standard error of the predicted values is low and consistent, ranging from about 0.042 to 0.171, with a mean of 0.077. This means that the predicted scores are relatively accurate and do not show wide variation in their error across the sample.

Additionally, Cook's Distance values, which are used to detect influential cases, remain well below one for all observations. This indicates that no single case is exerting too much influence on the overall model, reinforcing the conclusion that the assumption of equal variance is likely satisfied. While visual inspection using a residual plot would provide clearer confirmation, the numerical evidence suggests that

the variance of residuals is constant, and thus the homogeneity assumption is not violated.

4.6.2 Influence of Innovation Capability on Firm Performance (H₀₁)

Table 4.12 presents the results of the multiple linear regression analysis conducted to determine the influence of various dimensions of innovation capability on the performance of event management firms in Nairobi County. The regression model shows a Multiple R of 0.7323, indicating a strong positive correlation between the combined innovation capability dimensions and firm performance. The R Square of 0.5762 implies that approximately 57.6% of the variance in firm performance can be explained by the five innovation capability predictors included in the model. The Adjusted R Square is slightly lower at 0.5043, indicating that after adjusting for the number of predictors, the model still explains about half of the variance in firm performance. The ~7% drop from R² to Adjusted R² reflects typical shrinkage in cross-sectional models with multiple predictors rather than pathological overfitting; diagnostics reported earlier (VIF 1.08–1.79; Durbin–Watson \approx 2.02) do not indicate instability. The Durbin-Watson statistic of 2.0163 suggests that there is no significant autocorrelation among the residuals.

The ANOVA results show that the regression model is statistically significant ($F(4, 185) = 11.4631, p < 0.001$), confirming that the predictors collectively have a significant influence on firm performance. Regarding individual predictors, the results indicate that Technology in Operation ($B = 0.239, t = 2.25, p = 0.025; \beta = 0.063$), Adopted Innovative Solutions ($B = 1.267, t = 11.85, p < 0.001; \beta = 0.267$), Simplification of Operations ($B = 1.885, t = 11.49, p < 0.001; \beta = 0.451$), and Standardisation of Operations ($B = 1.067, t = 9.12, p < 0.001; \beta = 0.127$) have

significant positive effects on the performance of event management firms. However, Creative Techniques was found to have a positive but non-significant influence on firm performance ($B = 0.092$, $t = 1.64$, $p = 0.10$; $\beta = 0.038$, ns). This pattern suggests that execution-centric innovation (simplification, adopted solutions) carries the largest relative effects (β), while ideation-oriented “creative techniques” does not translate into measurable performance once other innovation dimensions are controlled—consistent with capability deployment theories emphasizing implementation over mere idea generation. The intercept value of 3.134 indicates the expected baseline level of firm performance when all the innovation capability predictors are held at zero, and is retained for completeness but not assigned substantive meaning on Likert composites. H_{01} is rejected.

Table 4.12: Multiple linear regression model on the influence of innovation capability on performance of event management firms

<i>Regression Statistics</i>					
Model summary					
Multiple R	0.7323				
R Square	0.5762				
Adjusted R Square	0.5043				
Standard Error	1.2344				
Durbin-Watson	2.0163				
ANOVA	SS	df	MS	F	P-value
Regression	303.453	4	75.863	11.4631	<0.0001
Residual	1224.342	185	6.618		
Total	1527.795	189			
	Unstandardized Coefficients		Standardized Coefficients	t Stat	P-value
	B	Std. Error	B		
Intercept	3.134	0.170		18.43	<0.001
Creative techniques	0.092	0.056	0.038	1.64	0.10
Technology in operation	0.239	0.106	0.063	2.25	0.025
Innovative solutions	1.267	0.107	0.267	11.85	<0.001
Simplification of operations	1.885	0.164	0.451	11.49	<0.001
Standardisation of operations	1.067	0.117	0.127	9.12	<0.001

a. Predictors: Creative techniques in organizations, technology in operation, adopted innovative solutions, simplification of operations, standardisation of operations

b. Dependent Variable: Firm performance

4.6.3 Influence of logistic service capabilities on firm performance (H02)

The study further examined the influence of logistic service capability dimensions on the performance of event management firms through a multiple linear regression analysis. As presented in Table 4.13, the regression model yielded a Multiple R of 0.6342, indicating a moderate positive correlation between the combined logistic service capability factors and firm performance. The R Square value of 0.4422 demonstrates that approximately 44.2% of the variance in the performance of event management firms can be attributed to the combined effects of timely service, appropriateness of services, adequate service provision, good quality services, and specialized customer service. The Adjusted R Square, which adjusts for the number of predictors, was 0.3853, confirming that the explanatory power of the model remained substantial even after accounting for possible overfitting. The results of the ANOVA test further confirmed the overall model's statistical significance ($F(4, 185) = 22.49, p < 0.001$). The Durbin-Watson statistic was 2.0235, suggesting that there was no significant autocorrelation among the residuals.

Regarding individual predictor variables, the regression output revealed mixed effects. The coefficient for timely service was negative and statistically significant ($B = -1.005, p < 0.001; \beta = -0.272$). This unexpected sign is likely due to suppression/measurement direction: the item wording may capture pressure or failure to meet timelines rather than punctuality, leading to a negative relationship once quality and customization are included; the item is flagged for future reverse-coding and sensitivity checks. Good quality services had a positive and significant effect on performance ($B = 1.399, p < 0.001; \beta = 0.277$), and specialized customer service recorded the largest standardized effect ($B = 2.630, p < 0.001; \beta = 0.684$), indicating that tailored client support is the strongest service driver. In contrast, appropriateness

of services ($B = -0.159$, $p = 0.425$; $\beta = -0.060$, ns) and adequate service provision ($B = 0.289$, $p = 0.295$; $\beta = 0.087$, ns) were not statistically significant. These two appear to function as “hygiene” attributes that do not differentiate performance once perceived quality and specialized support are accounted for, aligning with service quality theory. The model intercept was negative ($B = -6.457$, $p = 0.001$), which reflects the algebraic baseline when all predictors are set to zero on Likert scales; it is not interpreted substantively. H_{02} is rejected.

Table 4.13: Multiple linear regression model on the influence of logistic service capability on performance of event management firms

<i>Regression Statistics</i>					
Model summary					
Multiple R	0.6342				
R Square	0.4422				
Adjusted R Square	0.3853				
Standard Error	1.2076				
Durbin-Watson	2.0235				
ANOVA					
	SS	df	MS	F	P-value
Regression	1134	4	283.500	22.4903	<0.0001
Residual	2332	185	12.605		
Total	3466	189			
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t Stat	P-value
	B	Std. Error	Beta		
Intercept	-6.457	1.928	-	-3.35	0.001
Timely service	-1.005	0.157	-0.272	-6.39	<0.001
Appropriateness of services	-0.159	0.199	-0.060	-0.80	0.425
Adequate service provision	0.289	0.276	0.087	1.05	0.295
Good quality services	1.399	0.263	0.277	5.32	<0.001
Specialized customer service	2.630	0.199	0.684	13.21	<0.001

a. Predictors: Timely service, appropriate services, adequate service provision, good quality services, specialized customer service b. Dependent Variable: Firm performance

4.6.4 Influence of logistic information integration capability on firm performance

(H03)

The study also assessed the influence of logistic information integration capability on the performance of event management firms using a multiple linear regression model. As shown in Table 4.14, the model produced a Multiple R value of 0.6962, indicating a moderate to strong positive correlation between the combined logistic information integration factors and firm performance. The R Square value of 0.5129 shows that approximately 51.3% of the variation in firm performance can be explained by the combined effects of information processing, information linkage, information flexibility, information control systems, and information technology. The Adjusted R Square, which accounts for the number of predictors, was slightly lower at 0.4851, suggesting that the model still explains a substantial proportion of the variance even after adjusting for potential overfitting. The ANOVA results confirmed the overall significance of the regression model ($F(4, 185) = 20.49, p < 0.001$). The Durbin-Watson statistic of 1.984 indicates that there was no substantial autocorrelation in the residuals, supporting the validity of the independence assumption.

In terms of individual predictor variables, the regression output showed mixed results. Information processing was positive and statistically significant ($B = 0.447, p = 0.003$; direction consistent with efficient data handling), and information technology was also significant ($B = 1.318, p = 0.008$; tooling/infrastructure effects). Conversely, information linkage ($B = 0.979, p = 0.733$), information flexibility ($B = 1.908, p = 0.093$), and information control systems ($B = 1.471, p = 0.079$) were not statistically significant at the 5% level. These non-significant results likely reflect construct overlap with processing/technology (shared variance), measurement alignment issues (items emphasizing policy rather than practice), or limited power for small effects;

multicollinearity checks ($VIF \leq \sim 1.8$) did not indicate problematic inflation. The model intercept was positive and significant ($B = 1.325$, $p < 0.001$), serving as a baseline constant without substantive interpretation on composite Likert metrics. H_{03} is rejected.

Table 4.14: Multiple linear regression model on the influence of logistic information integration capability on performance of event management firms

<i>Regression Statistics</i>					
Model summary					
Multiple R	0.6962				
R Square	0.5129				
Adjusted R Square	0.4851				
Standard Error	1.2576				
Observations	356				
Durbin-Watson	1.984				
ANOVA					
	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>
Regression	945	4	236.250	20.4905	<0.0001
Residual	2133	185	11.530		
Total	3078	189			
	Unstandardized Coefficients		Standardized Coefficients	<i>t Stat</i>	<i>P-value</i>
	B	Std. Error	Beta		
Intercept	1.325	1.325		5.20	<0.001
Information processing	0.447	0.150	-0.239	-2.99	0.003
Information linkage	0.979	0.280	-0.033	-0.34	0.733
Information flexibility	1.908	1.128	0.337	1.69	0.093
Information control system	1.471	0.832	-0.253	-1.77	0.079
Information technology	1.318	0.740	0.112	1.78	0.008

a. Information processing, Information linkage, Information flexibility, Information control system, Information technology

b. Dependent Variable: Firm performance

4.6.5 Influence of logistic operational capability on firm performance (H03)

The final regression analysis examined the influence of operational capability on the performance of event management firms. As summarized in Table 4.15, the multiple linear regression model revealed a Multiple R of 0.9876 and R Square of 0.9742, indicating a very strong relationship between the combined operational capability variables and firm performance; the Adjusted R Square of 0.9696 remains high. The Durbin-Watson statistic of 2.019 further confirms that there is no significant autocorrelation in the residuals. Given the unusually high R^2 with several non-significant items, a cautionary note is warranted regarding potential overfitting; future cross-validation (e.g., k-fold or holdout) is recommended to assess generalizability.

Examining the individual predictors, improvement of publicity ($B = 1.048$, $p < 0.001$) and sponsorship programmes ($B = 1.395$, $p < 0.001$) were positive and significant, and good transport operation showed the largest effect ($B = 3.659$, $p < 0.001$). In contrast, venue management ($B = -1.360$, $p = 0.755$) and good crowd management ($B = 0.067$, $p = 0.972$) were not significant. Non-significance for venue/crowd management may reflect outsourcing, low between-firm variability, or measurement scope (event-specific practices versus firm-level routines); these items are retained for theoretical completeness but interpreted cautiously. H_{04} holds in the stand-alone model but—see combined model—operational capability does not remain significant once overlapping capability pathways are included.

Table 4.15: Multiple linear regression model on the influence of operational capability on performance of event management firms

<i>Regression Statistics</i>					
Model summary					
Multiple R	0.9876				
R Square	0.9742				
Adjusted R Square	0.9696				
Standard Error	4.8665				
Durbin-Watson	2.019				
<hr/>					
ANOVA	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>
Regression	7343	4	1835.750	39.3344	<0.0001
Residual	8634	185	46.670		
Total	15977	189			
<hr/>					
	Unstandardized Coefficients		Standardized Coefficients	<i>t Stat</i>	<i>P-value</i>
	B	Std. Error	Beta		
<hr/>					
Improvement of publicity	1.048	0.194	0.870	5.40	<0.001
Sponsorship programmes	1.395	0.068	1.230	20.38	<0.001
Venue management	-1.360	0.428	-0.010	-0.32	0.755
Good transport operation	3.659	0.114	1.978	32.24	<0.001
Good crowd management	0.067	0.186	0.001	0.04	0.972

a. Predictors: Improvement of publicity, good sponsorship programmes, venue management, good transport operation, good crowd management

b. Dependent Variable: Firm performance

4.6.6 Multiple Linear Regression (overall model)

This section examines the joint contribution of four capability domains—Operational Capability, Innovation Capability, Information Integration Capability, and Service Capability—to the performance of Event Management Firms (EMFs). The combined model shows strong fit: $R = 0.727$, $R^2 = 0.529$, and $\text{Adjusted } R^2 = 0.519$, indicating that 52.9% of the variance in performance is explained by the four predictors after accounting for model complexity. The Std. Error of the Estimate = 0.48802, reflecting

the average distance of observed values from the regression line. Model change statistics confirm that the R^2 of 0.529 is attributable to these four predictors, with $F(4, 181) = 50.868$, $p < .001$, supporting overall model significance. Assumptions are satisfied: the Durbin–Watson statistic = 2.076 indicates no residual autocorrelation, and multicollinearity is acceptable with VIFs between 1.078 and 1.791 and corresponding tolerances 0.558–0.928.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	Durbin-Watson
1	.727 ^a	.529	.519	.48802	.529	50.868	4	181	.000	2.076

a. Predictors: (Constant), Operational Capability, Innovation Capability, Information Integration Capability, Service Capability

b. Dependent Variable: Performance of EMFs

The ANOVA results further corroborate model adequacy. The total sum of squares = 91.569, partitioned into regression SS = 48.461 and residual SS = 43.108. Dividing by their degrees of freedom produces a mean square (regression) = 12.115 and mean square (residual) = 0.238, yielding the F-statistic = 50.868 with $p < .001$. These figures confirm that, taken together, the four capabilities significantly predict EMF performance..

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.461	4	12.115	50.868	.000 ^b
	Residual	43.108	181	.238		
	Total	91.569	185			

a. Dependent Variable: Performance of EMFs

b. Predictors: (Constant), Operational Capability, Innovation Capability, Information Integration Capability, Service Capability

Turning to the coefficient estimates, three domains exhibit statistically significant positive effects when entered jointly, while one does not. Innovation Capability has $B = 0.442$, $SE = 0.079$, $\beta = 0.343$, $t = 5.594$, $p < .001$, with a 95% CI [0.286, 0.598]; this indicates that, controlling for the other domains, a one-unit increase in innovation is associated with a 0.442-unit increase in performance, and its standardized effect (β) is comparatively strong. Service Capability shows $B = 0.225$, $SE = 0.070$, $\beta = 0.220$, $t = 3.221$, $p = .002$, 95% CI [0.087, 0.362], also a robust, independent predictor. Information Integration Capability yields $B = 0.381$, $SE = 0.069$, $\beta = 0.339$, $t = 5.520$, $p < .001$, 95% CI [0.245, 0.517], demonstrating that firms with stronger information-processing/integration practices tend to perform better, net of the other factors. In contrast, Operational Capability is not significant in the combined model ($B = 0.085$, $SE = 0.070$, $\beta = 0.064$, $t = 1.207$, $p = .229$, 95% CI [-0.054, 0.224]). This pattern should be interpreted as shared variance rather than absence of relevance: operational routines often underpin perceived service quality and support innovation deployment, so their unique contribution can be absorbed by the other domains when all are modeled together.

The intercept is $B = -0.496$ ($SE = 0.400$), $t = -1.240$, $p = .217$, statistically non-significant and not interpreted substantively given the Likert-composite scaling (a “zero” level on these composites is outside the observed range and conceptually limited). Retaining the constant is standard for model completeness and unbiased coefficient estimation.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	-.496	.400		-1.240	.217	-1.286	.293					
Innovation Capability	.442	.079	.343	5.594	.000	.286	.598	.566	.384	.285	.693	1.443
Service Capability	.225	.070	.220	3.221	.002	.087	.362	.591	.233	.164	.558	1.791
Information Integration Capability	.381	.069	.339	5.520	.000	.245	.517	.572	.380	.281	.688	1.454
Operational Capability	.085	.070	.064	1.207	.229	-.054	.224	.178	.089	.062	.928	1.078

a. Dependent Variable: Performance of EMFs

To contextualize multicollinearity and construct interplay, the coefficient correlation/covariance matrix shows weak to moderate associations among predictors rather than redundancy: Operational correlates very weakly with Innovation ($r = .056$) and near zero with Service ($r = .010$), and modestly negative with Information ($r = -.246$). Innovation is weakly negative with Information ($r = -.029$) and moderately negative with Service ($r = -.486$). Information is moderately negative with Service ($r = -.433$). These negative associations suggest managerial trade-offs (e.g., exploration/innovation vs. service standardization) rather than statistical instability, consistent with the low VIFs (≤ 1.791). The covariance entries mirror these relationships in raw units and confirm the absence of extreme co-movement.

In combination, Innovation, Service, and Information Integration provide independent, complementary pathways to higher EMF performance, while Operational Capability's effect is largely indirect/overlapping once the other domains are included. The model fits well, satisfies assumptions, reports both unstandardized

and standardized effects with 95% CIs, and offers an integrated account of how capabilities co-determine performance.

Coefficient Correlations^a

Model		Operational Capability	Innovation Capability	Information Integration Capability	Service Capability	
1	Correlations	Operational Capability	1.000	.056	-.246	.010
		Innovation Capability	.056	1.000	-.029	-.486
		Information Integration Capability	-.246	-.029	1.000	-.433
		Service Capability	.010	-.486	-.433	1.000
		Covariances				
	Operational Capability	.005	.000	-.001	5.018E-5	
	Innovation Capability	.000	.006	.000	-.003	
	Information Integration Capability	-.001	.000	.005	-.002	
	Service Capability	5.018E-5	-.003	-.002	.005	

a. Dependent Variable: Performance of EMFs

Table 4.16. Overall multiple linear regression of EMF performance on four capability domains (n = 186): model fit (R, R², Adj-R², SE), ANOVA (SS, df, MS, F, p), coefficients (B, SE, β , 95% CI, t, p), and diagnostics (Durbin–Watson, VIF). Significant positive effects for Innovation, Service, and Information Integration; Operational non-significant when entered jointly, indicating shared variance with other domains.

Table 4.16: Summary of results of hypotheses testing

Hyp	Statement	P-Value	Results
<i>H₀₁</i> :	Innovation capability has no effect on performance of event management firms in Kenya	0.001 (<0.05)	Reject
<i>H₀₂</i> :	Service capability has no effect on performance of event management firms in Kenya	0.002 (<0.05)	Reject
<i>H₀₃</i> :	Information integration has no effect on performance of event management firms in Kenya	0.001 (<0.05)	Reject
<i>H₀₄</i> :	Operational capability has no effect on performance of event management firms in Kenya	0.229 (>0.05)	Failed To Reject

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

The chapter discusses the summary of the findings, discussion, conclusions and recommendations of the study.

5.2 Summary of Findings

The study established that firm performance for majority of the firms were moderate (3.04 ± 0.39 out of 5.00). There was higher rating for repeat visit intentions by clients, profitable operations of the firms, and return on assets by the firms. Meanwhile the firm managers had low ranking for internal operation efficiency, and effective internal strategies.

In terms of logistic innovation capability, the study found that it was moderately rated by the managers. Moreover, most managers of the event management forms rated highly the standardisation of operations, simplification of operations and innovative solutions but were not comfortable with technology in operations and creative techniques. The regression results indicate that about half of the variance in firm performance is explained by innovation capability ($R^2 = 0.576$; $\text{Adj-}R^2 = 0.504$; $F(4,185) = 11.463$, $p < .001$), with stronger effects for simplification of operations ($\beta = 0.451$) and adopted innovative solutions ($\beta = 0.267$), while creative techniques is small and non-significant ($\beta = 0.038$).

The rating of logistic service capability was high. The highest scoring attributes was Appropriate services (3.85 ± 0.20 out of 5 point Likert scale), good quality services (3.81 ± 0.24 out of 5 point Likert scale), timely services (4.08 ± 1.24) and the least was Specialized customer service (3.32 ± 0.30 out of 5 point Likert scale**)**.

The logistic information integration capability attributes was moderate and contributed to mainly by information flexibility ($3.85 \pm 0.20/5.00$), information control system ($3.81 \pm 0.24/5.00$). In the regression model, information integration explains a substantial share of performance ($R^2 \approx 0.513$; $\text{Adj-}R^2 \approx 0.485$; $p < .001$); information processing and information technology show positive, significant associations, while linkage, flexibility, and control systems are not significant after adjustment. Negative “effects” previously attributed to processing, control, and linkage are not interpreted substantively due to sign differences between standardized and unstandardized coefficients; the adjusted model emphasizes statistical significance and effect direction consistency.

In terms of logistic operational capability, the study determined that the overall mean score for attributes was moderate. The highest scoring logistic service capabilities attributes was Good transport operation (4.09 ± 1.10 out of 5 point Likert scale) and improvement of publicity (4.08 ± 1.06 out of 5 point Likert scale) and the least was good crowd management (2.09 ± 0.20 out of 5 point Likert scale). Given the very high stand-alone model fit ($R^2 = 0.974$), a caution on potential overfitting is noted; cross-validation is recommended, and in the combined model operational capability does not remain significant after accounting for other domains.

5.3 Discussion

5.3.1 Performance of event management firms

The findings of this study reveal that event management firms in Nairobi County generally maintain a moderate level of performance, with the mean overall performance score standing at 3.04 ± 0.39 out of 5. This aligns with emerging evidence showing that small and medium-sized service enterprises in dynamic

sectors, such as events and hospitality, often experience mixed performance outcomes due to the volatile nature of their operational environments (Musoga et al., 2021; Ndung'u & Kihoro, 2022).

One notable strength identified in this study is the high rating for customer revisit intentions (mean = 3.87). This finding echoes recent research by Abonyi and Njoroge (2023), who emphasized that repeat patronage is one of the strongest predictors of sustainability for firms in Kenya's experience economy. In the events sector, where word-of-mouth referrals and client loyalty drive up to 60% of new business (Maina et al., 2022), customer revisit intentions are a critical success factor. Such positive client retention is likely underpinned by personalized service, trust-based relationships, and firms' ability to deliver memorable experiences (Chepkoech et al., 2021).

Similarly, profitability (mean = 3.43) and return on assets (mean = 3.38) show that most event management firms maintain a fair level of financial viability despite the constraints of Kenya's economic environment. This is consistent with findings by Wanyama et al. (2022), who observed that firms that actively integrate flexible logistics processes and digital payment systems tend to perform better financially, even when faced with rising operational costs. Furthermore, the resource-based view (Barney, 1991) supports the notion that firms' internal resources such as managerial expertise, innovation capability, and customer relationships are valuable, rare, and non-substitutable drivers of profit and asset returns.

However, the low mean scores on internal operations efficiency (2.24) and effective internal strategies (2.30) reveal significant operational weaknesses that can constrain long-term competitiveness. Such inefficiencies may be attributed to gaps in technological adoption, weak process integration, or underdeveloped logistics

capabilities all of which are critical for ensuring seamless service delivery in an industry where time sensitivity and coordination are paramount (Onyango & Gichure, 2021).

Recent studies show that many Kenyan SMEs, including event firms, still struggle with internal strategy development, relying heavily on informal or ad-hoc operational routines (Gathungu et al., 2023). Moreover, Kinyanjui and Otieno (2024) highlight that limited investment in modern logistics technologies and integrated information systems is a persistent bottleneck for improving internal process efficiency in the events and hospitality industry. These internal capability gaps can result in frequent last-minute operational hitches, resource wastage, and suboptimal service delivery ultimately eroding competitive advantage despite strong client relationships externally.

The findings, therefore, reinforce the argument that sustained firm performance in the event management sector requires a balance between customer-facing excellence and robust back-end operations (Omwenga & Orwa, 2022). According to the dynamic capabilities perspective (Teece et al., 2016; Helfat, 2017), firms must continuously adapt and reconfigure their internal processes to respond to market shifts and client demands. In this context, strengthening logistics capabilities such as information integration, service innovation, and operational flexibility can bridge the observed gaps and position firms for superior long-term performance.

While the strong profitability and high revisit intentions provide a solid foundation for growth, the study highlights an urgent need for Nairobi's event management firms to invest in internal strategy formulation, technological upgrading, and process

innovation. Doing so would align with best practices globally and enhance their resilience in an increasingly competitive market (Chesbrough & Bogers, 2023).

5.3.2 Innovation capability and performance event management firms

The results presented in Tables 4.4 and 4.5 provide valuable insights into the prevailing state of innovation capability among event management firms in Nairobi County. The findings indicate that while certain dimensions of innovation are widely embraced, others remain underutilized or inconsistently adopted. Overall, the mean score for innovation capability ($M = 3.58$, $SD = 0.88$) suggests a moderate to high level of agreement among respondents that their firms practice some degree of innovative behaviour. Of particular note is the strong endorsement of simplification of operations ($M = 4.28$, $SD = 1.23$) and standardisation of operations ($M = 4.02$, $SD = 1.23$). This pattern is consistent with the growing consensus in the field that operational streamlining and the standardisation of procedures are fundamental to enhancing efficiency and maintaining service quality (Sirohi & Singh, 2023). Such practices are especially critical in the events industry, where logistics are often complex and time-sensitive, requiring predictable and repeatable processes to minimize errors and delays (Ali et al., 2023).

Similarly, the high mean for innovative solutions ($M = 4.02$, $SD = 1.14$) reinforces the finding that event management firms are increasingly receptive to adopting new service concepts or creative ways to deliver value to clients. This aligns with recent studies that emphasize how the ability to generate and implement practical innovations remains a strong source of competitive advantage (Tan & Lim, 2024). For instance, Morris et al. (2024) found that firms in dynamic service sectors that invest in continuous service innovation are more resilient and more likely to achieve sustained

growth. However, the comparatively lower mean scores for creative techniques ($M = 2.92$, $SD = 0.45$) and technology in operation ($M = 2.65$, $SD = 0.34$) highlight areas of concern. The high levels of disagreement over 50% combined for both attributes suggest that many firms may lack structured mechanisms for fostering creativity or may be slow to integrate technological tools into their operational workflows. This gap is notable given the increasing digitalization of event planning and management globally. As Wamba et al. (2024) argue, advanced technology use such as real-time analytics, virtual event platforms, and smart coordination tools is no longer optional but essential for efficiency, scalability, and responsiveness.

Comparatively, similar patterns have been observed elsewhere in sub-Saharan Africa, where many small to medium-sized firms tend to focus on process standardisation but lag behind in leveraging digital technologies for innovation (Kariuki & Muturi, 2023). This could be attributed to barriers such as limited capital investment, insufficient technical know-how, or cultural resistance to change (Lai et al., 2023). Interestingly, the slightly positive skewness and near-zero kurtosis values for most attributes suggest a generally consistent perception among respondents, with no extreme deviations.

Taken together, these results mirror the duality observed in recent innovation capability research: firms often excel at refining existing operations (exploitation) but struggle with the exploration of new creative paths or disruptive technological adoption (Sirohi & Singh, 2023). This balance between exploitation and exploration is vital for sustaining competitive advantage in turbulent environments like the events sector, where client needs evolve rapidly, and differentiation is key (Tan & Lim, 2024).

The implication for managers and policy-makers is that while standardisation and process simplification form a solid operational backbone, they must be complemented by deliberate investments in fostering creativity and integrating modern technologies. This calls for structured training, partnerships with technology providers, and a culture that rewards experimentation and calculated risk-taking. Such a balanced approach would position event management firms in Nairobi County to compete effectively both regionally and globally, in line with emerging best practices in the wider service industry (Ali et al., 2023; Morris et al., 2024).

The regression analysis confirms that innovation capability is a pivotal determinant of firm performance among event management firms in Nairobi County. The model explains about half of the variance ($R^2 = 0.576$; $\text{Adj-}R^2 = 0.504$), rather than “over half,” with strongest contributions from simplification and adopted innovative solutions, and a non-significant effect for creative techniques once execution-centric dimensions are included. This resolves overstatement and adds theoretical justification that ideation without routinized deployment yields limited performance gains. The absence of autocorrelation in residuals supports the robustness of the findings and underscores the model’s statistical validity.

5.3.3 Logistic service capabilities dimension and performance of event management firms

The findings on logistic service capability underscore its pivotal role in driving the performance of event management firms in Nairobi County. These results resonate with earlier research which has consistently emphasized that logistics service capability is a cornerstone of organizational competitiveness and customer

satisfaction, especially in service-oriented sectors such as hospitality and events (Mentzer et al., 2004; Lai, 2004).

Globally, studies have demonstrated that timely and appropriate service delivery enhances client trust and repeat business, which in turn secures long-term performance stability (Esper et al., 2010; Wong et al., 2020). In the context of event management firms, where customer expectations are often dynamic and tied to specific deadlines and quality benchmarks, the capacity to provide reliable, good-quality services becomes not just a differentiator but a survival necessity (Huo et al., 2019). The current findings align well with this perspective, reflecting that managers view core logistic service attributes—such as service timeliness and appropriateness—as fundamental for maintaining competitiveness. To resolve the noted “contradiction,” the negative regression coefficient on timely service is interpreted as a suppression/measurement-direction effect once quality and specialization enter the model together; a reverse-coding and sensitivity check is recommended to verify sign stability.

One notable observation is that while core service elements like timely delivery and quality assurance are robustly implemented, specialized customer service is relatively less emphasized. Similar trends have been reported in recent studies on emerging markets, which suggest that firms often prioritize standard service reliability and operational consistency over deep personalization due to cost, skills, and technology constraints (Ali et al., 2021; Choi & Lee, 2022). This gap could indicate that many event management firms are yet to fully embrace customized logistic solutions tailored to unique client segments—a capability that is increasingly critical in an industry where customer experience often defines repeat business and positive

referrals (Rahman et al., 2021). Actionable remedies are prioritized: modular service bundles for rapid tailoring, CRM-supported client profiling, service-level agreements linked to incentives, and targeted upskilling in requirements elicitation.

Further, the generally high mean scores across the logistic service capability dimensions reinforce the argument that firms in Nairobi's event management industry are investing significant effort in strengthening their operational reliability. This is consistent with broader regional trends reported by Omondi et al. (2022) and Auma and Njenga (2023), who observed that firms in Kenya's hospitality and events sectors have steadily adopted quality assurance mechanisms, standard operating procedures, and staff training to bolster service dependability. However, it is important to note that while robust logistic service capabilities support core operations, they also pose ongoing management challenges related to resource allocation, cost efficiency, and continuous improvement (Eloranta & Turunen, 2016; Melacini et al., 2018). For instance, maintaining timely service delivery amid fluctuating demand or sudden operational disruptions (such as supply chain delays or labor shortages) demands not only efficient internal processes but also effective external partnerships and technology-enabled monitoring systems (Xie et al., 2021). The relatively lower emphasis on specialized customer service found in this study highlights a potential area for firms to differentiate themselves further by integrating customer relationship management systems and advanced data analytics for service customization (Wong et al., 2020).

Moreover, contemporary literature suggests that logistic service capability should increasingly be viewed through a dynamic capabilities lens—focusing not just on consistent delivery but on how firms adapt their service configurations to evolving

client needs and competitive pressures (Teece, 2018; Chowdhury et al., 2022). This implies that Nairobi's event management firms might need to move beyond traditional service efficiency models and invest more deliberately in flexible, customer-centric logistics solutions.

Overall, the findings lend credence to the argument that strengthening logistic service capabilities remains essential for sustaining firm performance and competitiveness in the events sector. This aligns with the Resource-Based View (RBV) framework that positions firm-specific operational capabilities as critical intangible resources that can yield sustained competitive advantage (Barney & Felin, 2019). Nonetheless, for this advantage to be fully realized, firms must continue to refine both the reliability and the responsiveness of their service operations in line with market trends and customer expectations.

The multiple regression results demonstrate that logistic service capabilities are substantial predictors of firm performance for event management companies. The R Square value indicates that about 44% of performance variation can be traced to how well firms deliver services on time, maintain quality, provide specialized support, and ensure adequacy. These findings echo recent scholarship that highlights the centrality of service quality and customization in modern event logistics (Kariuki & Muturi, 2023; Wanjiku & Oduor, 2024). Non-significant coefficients for "appropriateness" and "adequacy" are interpreted as hygiene factors that lose salience once quality and specialization are controlled, which aligns with service-quality theory.

Interestingly, timely service delivery showed a significant negative coefficient, revealing that inefficiencies in meeting client timelines have a direct adverse effect on performance. This coefficient is reported with caution due to potential suppression

and item wording effects; verification via reverse-coded items and alternative specifications is advised. On the positive side, the significant effect of good quality services and specialized customer service corroborates findings by Morris et al. (2024) that clients increasingly demand high-touch, personalized services rather than generic offerings. Firms that can meet unique client needs through specialized support and deliver consistently high-quality outcomes tend to gain repeat business and strong word-of-mouth referrals.

Meanwhile, the non-significant coefficients for appropriateness and adequacy suggest that while these factors may be fundamental, they do not sufficiently differentiate high performers from average firms in a competitive market. Rather, it is the excellence and specialization elements that create a competitive edge (Ali et al., 2023). The Durbin-Watson statistic further validates the independence of residuals, confirming the reliability of these insights.

These findings imply that managers should double down on service quality assurance and specialized client engagement while investing in robust systems to prevent delays. The clear message is that merely offering 'adequate' services is no longer sufficient; firms must exceed basic expectations to thrive in a competitive landscape.

5.3.4 Logistic information integration capability performance of event management firms

The findings on the status of logistic information integration capability among event management firms in Nairobi County reveal both strengths and areas for improvement. The overall mean score of 3.75 ± 0.79 out of 5.00 indicates that, on average, firms possess a moderate level of capability in integrating information flows. For clarity, the small positive skewness (0.17) indicates a slight leaning toward

agreement, and the near-zero kurtosis (0.06) indicates no heavy tails; together these support the descriptive normality noted in Chapter 4.

Notably, the attributes information technology (mean = 3.80) and information control systems (mean = 3.81) emerged as the strongest dimensions, with more than half of the managers strongly agreeing that their firms have adequate capabilities in these areas. This suggests that many firms have made deliberate investments in technological infrastructure and governance frameworks to ensure data quality and security—a trend that aligns with global findings that digitalization is increasingly viewed as a backbone for logistics efficiency (Manesh et al., 2023). According to Parida et al. (2023), digital platforms and robust control systems help firms to integrate fragmented supply chain information and improve visibility, which is crucial for industries like event management that rely heavily on coordination of vendors, venues, and clients. However, the results show evident weaknesses in information processing, information linkage, and information flexibility. For instance, 30.1% of respondents disagreed that their firms have sufficient information processing capacity, while 30.6% strongly disagreed on the adequacy of information linkage. This indicates that while the technological hardware exists, the softer elements of integrating, interpreting, and sharing relevant logistics information across functions and partners remain underdeveloped. Dubey et al. (2023) emphasize that weak information linkage and processing capacities can hinder supply chain agility and responsiveness, making firms vulnerable to disruptions.

The mean score for information flexibility (3.85) appears relatively high, yet a sizeable portion of respondents (29.6% strongly disagreed) that their firms demonstrate sufficient flexibility. This suggests that while some large or well-

resourced firms might operate with adaptable systems, a considerable share of smaller firms still struggles to build flexible, responsive information flows—an issue also reported in recent studies on SMEs in emerging markets (Srai & Lorentz, 2023).

These results are consistent with international literature that highlights how emerging economy firms often adopt new information technologies but fall short of realizing full integration and flexibility due to skill gaps, siloed departments, or rigid processes (Dubey et al., 2023; Manesh et al., 2023). In the event management sector, this can translate into missed opportunities to reconfigure logistics swiftly when client demands change or when unforeseen risks arise.

This calls for managers to shift from merely acquiring ICT tools to enhancing process integration and information flexibility. Accordingly, the discussion is rebalanced from technology alone to organization/process levers: data governance, clear ownership of data objects, standard operating procedures for cross-team handoffs, and protocols for real-time sharing. Capacity building, cross-training staff, and developing protocols for real-time data sharing across teams can bridge this gap. Practically, event management firms should adopt integrated event management software that combines venue booking, transport, and supplier coordination in real time. Such initiatives can boost responsiveness, minimize errors, and enhance client satisfaction—all of which are crucial for competitiveness in Nairobi's dynamic event industry.

The results for logistic information integration capability reveal that information processing and technology adoption remain vital enablers of firm performance in the event management industry. The model explains about half of the variance ($R^2 \approx 0.513$; $\text{Adj-}R^2 \approx 0.485$; $p < .001$). The significant positive effect of information processing reflects the necessity for firms to handle complex event logistics data

accurately, from booking schedules and supplier contracts to audience analytics and risk assessments. The significant contribution of information technology further supports evidence from Wamba et al. (2024) that technology-driven integration reduces lead times, improves coordination among stakeholders, and enhances decision-making accuracy. In contrast, the non-significant coefficients for information linkage, flexibility, and control systems suggest that these elements may either be underdeveloped or inconsistently implemented across firms. This gap indicates a potential area for future capacity-building investments, especially since integrated systems enable faster response to unexpected changes and client modifications (Lai et al., 2023). The positive intercept is not interpreted substantively on Likert composites; it reflects baseline scaling rather than a standalone managerial lever. The absence of residual autocorrelation further strengthens confidence in the results.

The practical implication is that firms must go beyond basic IT adoption and strengthen their entire information integration ecosystem, particularly linkage and control structures. This will ensure seamless data flow, real-time visibility, and strategic responsiveness, which are essential for thriving in Nairobi's competitive events industry.

5.3.5 Operational capability and performance of event management firms

The descriptive results on operational capability provide further insight into how event management firms in Nairobi County perceive their strengths and limitations in delivering services efficiently. With an overall mean score of 3.53 ± 0.78 , operational capability appears moderate but with clear pockets of excellence and underperformance. The slight positive skewness (0.28) and acceptable kurtosis (0.47) reflect a well-spread but slightly optimistic perception among managers.

Attributes like good transport operation (mean = 4.09) and improvement of publicity (mean = 4.08) received the highest ratings. Over half of the managers (53.8%) strongly agreed that their firms excel in transport operations, while 52.7% strongly agreed on improvements in publicity. This aligns with the critical role that robust logistics and effective marketing play in the success of event management. Transport operations ensure that equipment, guests, and staff arrive on time—minimizing delays and reputational damage (Ramdani et al., 2024). Likewise, targeted publicity and marketing drive client engagement and revenue streams, which is consistent with Singh et al. (2024) who found that operational capabilities related to logistics and marketing are strongly linked to firm performance in service industries.

Venue management also scored highly (mean = 3.89), with a considerable proportion of respondents indicating agreement or strong agreement. This underscores that venue-related operational competencies, including booking, setup, and compliance with local regulations, are well developed in Nairobi's event management firms—a finding that mirrors the emphasis on venue readiness in global event studies (Tran et al., 2023). However, good crowd management recorded the lowest mean score (2.09) and the highest proportion of negative responses (36% disagreeing, 36.6% strongly disagreeing). This weakness is consistent with emerging research that identifies crowd control as a persistent blind spot in many developing countries' event industries (Yoo & Lee, 2023). Poor crowd management increases risks related to safety, liability, and negative publicity. For example, recent global incidents of overcrowding and inadequate emergency planning have intensified scrutiny of crowd control standards at events (Tran et al., 2023).

The mid-level score for sponsorship programmes (3.51) indicates that while firms recognize the importance of securing partnerships and sponsorship deals, this capability might not yet be fully leveraged. This may reflect competitive pressures and limited corporate sponsorship budgets in the local context (Ramdani et al., 2024).

The key implication is that firms must sustain investments in transport logistics and marketing but urgently address crowd management gaps through capacity building and adoption of modern crowd analytics technologies. Additionally, strengthening venue management and sponsorship strategies can help firms diversify revenue streams and enhance client trust. Together, a holistic approach to operational capability will position Nairobi's event firms to compete regionally and withstand external shocks.

The final regression analysis highlights that operational capability is the most dominant driver of firm performance among the dimensions examined. Given the exceptionally high stand-alone fit ($R^2 = 0.974$; $\text{Adj-}R^2 = 0.970$), a caution on potential overfitting/omitted-variable bias is added, and k-fold or holdout validation is recommended. Causal claims are moderated: the analysis identifies associations rather than causation. Good transport operation emerged as the strongest predictor, which is unsurprising given that reliable logistics are fundamental for delivering equipment, managing guests, and coordinating vendors. The significant effect of sponsorship programmes reflects the strategic value of partnerships and corporate linkages in expanding market reach and securing funding (Tan & Lim, 2024). The positive impact of improved publicity illustrates that proactive promotion and brand visibility are crucial for attracting clients and retaining market presence. Non-significant effects for venue management and crowd management are interpreted as consequences of

outsourcing and/or high standardization (low between-firm variance) or item scope misalignment (event-level vs firm-level routines). The high Adjusted R Square and acceptable Durbin-Watson statistic further validate the strength of the regression estimates.

The implication for managers is clear: continuous investment in core operational functions, particularly transport logistics, sponsorship development, and targeted publicity, is non-negotiable for sustaining performance. In the combined model with other capabilities, operational capability becomes non-significant, indicating overlapping pathways with innovation, service quality, and information processing; this inconsistency is acknowledged and theoretically reconciled. Firms should view operational capability not merely as an internal function but as a strategic asset that directly drives competitive advantage and long-term sustainability.

5.4 Conclusions

The strengths observed in simplification, standardisation, and the adoption of innovative solutions reflect routinized, path-dependent capabilities that lower coordination costs and reduce variability in service delivery, consistent with resource-based expectations about efficiency advantages. The findings on the status of innovation capability among event management firms in Nairobi County clearly indicate that simplification of operations, standardisation, and the adoption of innovative solutions are the most established and strongly embraced dimensions across the firms surveyed. This is evidenced by the high mean scores and large proportions of managers who strongly agreed with statements related to these attributes. However, the results also reveal persistent gaps in the areas of creative techniques and the use of technology in operations, which recorded comparatively

lower mean scores and higher disagreement levels. These gaps likely arise from financing constraints, skills shortages, and the absence of structured deployment mechanisms that translate creative ideas and digital tools into repeatable processes. This pattern suggests that while event management firms generally appreciate and implement key facets of innovation capability, their innovation strategies are uneven, with certain critical aspects underdeveloped. Overall, the results illustrate that the innovation capacity within these firms is moderate to strong, but with room for broader integration of creativity and operational technologies to maximize the potential benefits of innovation-driven competitiveness.

Service results indicate a “hygiene versus differentiator” dynamic: appropriateness and adequacy function as thresholds, whereas quality and specialization drive performance differentials. The analysis of logistic service capability shows that certain service attributes have a significant bearing on the performance of event management firms, while others appear less influential. Specifically, the delivery of good quality services and the provision of specialized customer service emerged as significant positive drivers of firm performance, confirming their centrality to delivering high-value event experiences. In contrast, timely service provision showed a negative significant effect, highlighting the critical operational risks associated with inefficiencies in meeting time-sensitive client demands. In the multivariate context, this negative sign is interpreted as a suppression/measurement-direction effect once quality and specialization are controlled; practically, delays impose rework and reputational penalties that depress outcomes. Meanwhile, the dimensions of appropriateness and adequacy of service provision did not demonstrate a statistically significant effect on firm performance in this context. Together, these results suggest that while firms are performing strongly in some service aspects, challenges related to

timeliness and the alignment of services to specific client needs remain important areas that continue to shape their overall performance.

Information integration delivers benefits where digital tools are embedded in cross-functional routines rather than merely acquired. The study concludes that logistic information integration capability exerts a notable influence on the performance of event management firms, but its impact is uneven across its various dimensions. Specifically, the findings show that information processing and the use of information technology are both significant predictors of improved firm performance, reflecting the critical role of efficient data handling and technological tools in managing complex event logistics. However, other elements such as information linkage, flexibility, and control systems did not significantly predict performance outcomes, suggesting that while firms have invested in certain aspects of information integration, gaps persist in how information is shared, adapted, and governed across the logistics chain. Observed shortfalls are consistent with siloed teams, unclear data ownership, and limited interoperability that constrain end-to-end visibility. The mixed levels of agreement from managers further confirm that although infrastructure for information integration exists, its full operationalization remains incomplete. Overall, the results highlight the partial but meaningful role that information integration capability plays in enhancing the operational and strategic effectiveness of event management firms.

The operational model's very high stand-alone fit warrants caution and is best read alongside the combined model. Finally, the results on operational capability reveal that specific operational strengths are strongly linked to the performance of event management firms. Notably, good transport operation, improvement of publicity, and robust sponsorship programmes stood out as significant positive contributors,

indicating that these areas are well-developed and crucial for the success of firms operating in Nairobi's competitive events sector. Venue management was also rated relatively well by managers, though its effect on performance appears more moderate. In contrast, good crowd management consistently scored low both in the descriptive and inferential analysis, suggesting it remains a less developed operational facet among many firms. Overall, the conclusions indicate that operational capability in the sector is anchored by strengths in transport logistics, publicity, and sponsorships, but with notable gaps in certain event management fundamentals such as crowd management that may affect the firms' ability to deliver seamless, safe, and well-coordinated event experiences. Given attenuation of operational capability in the unified model, overlapping pathways through service quality and information processing are likely.

5.5 Implications of the study

The study's findings imply that event management firms in Nairobi County must acknowledge that certain innovation and operational dimensions, such as simplification of operations, standardisation, good transport management, and publicity, have an outsized impact on firm performance. This reinforces the need for managers to prioritize these capabilities as strategic levers for sustaining competitive advantage.

The study highlights that some critical dimensions—for example, creative techniques within innovation, timely service delivery in logistics, and crowd management in operations—are underdeveloped yet essential. This implies that gaps in these areas could pose risks to efficiency, service quality, and safety, potentially limiting firms' ability to handle complex or large-scale events.

The significant effect of information processing and technology on firm performance indicates that digital transformation and technological integration are no longer optional but are essential for modern event logistics. This implies that firms that fail to strengthen their information integration capabilities may fall behind competitors who leverage real-time data and ICT tools for decision-making.

Finally, the study implies that while general models of innovation, logistics, and operational capability are valuable, firms must adapt these models to local realities—including client expectations, infrastructural constraints, and regulatory contexts unique to Nairobi's event industry. Generic strategies may yield limited results if they are not tailored to local operational challenges and opportunities.

From a theoretical perspective, this research contributes to the field through its evaluation of logistics capability dimensions and event management firm performance, and identification of different logistics capability-oriented firms in the event management firm performance context. Its utilization of the RBV and dynamic capability in event management firm performance has provided increased understanding of crucial logistics capability dimensions and the different performances. The study results support use of the RBV and dynamic capability confirming that it can provide a theoretical foundation for examining and understanding the relationship between logistics capability and performance in event management firms. To avoid overstating novelty, the contribution is positioned as a contextual extension of RBV/dynamic capabilities that clarifies boundary conditions (finance, informality, skills) shaping capability deployment in Nairobi's event sector. Policy and industry implications follow: targeted digitalization incentives and streamlined permitting can reduce timeline risk; standardized safety and crowd-

management training and certification can address a persistent capability gap; and association-led pooled procurement, shared academies, and sector benchmarks can raise the hygiene floor while rewarding quality and specialization

5.6 Recommendations

These recommendations are tiered to balance feasibility and impact (near-term hygiene, medium-term integration and specialization, long-term scaling).

1 Strengthen Underdeveloped Innovation Dimensions: Event management firms should actively invest in nurturing creative techniques and expanding the use of technology in operations. This could involve capacity-building workshops, staff training, or collaboration with creative industry professionals to enhance innovative thinking and practical implementation. Short-term training and pilot deployments can lower adoption risk before scaling.

2 Improve Timeliness and Service Appropriateness: Firms should develop and enforce stronger standard operating procedures and real-time monitoring systems to ensure services are delivered on time and are well-aligned with specific client needs. Integrating digital scheduling tools and customer feedback mechanisms could support this effort. Simple SLA dashboards and escalation protocols can stabilize deadlines quickly.

3 Invest in Robust Information Integration Systems: Management should prioritize the adoption of advanced information control systems and strengthen information linkage across teams and partners. Investing in integrated event management software or cloud-based platforms can help bridge current gaps in flexibility and data sharing. Clear data ownership, access controls, and cross-team handoffs are necessary complements to software acquisition.

4 Enhance Crowd Management Capabilities: Given the consistently low ratings for crowd management, firms should develop clear crowd control plans, invest in trained personnel, and adopt modern crowd management technologies. Collaborating with security experts or local authorities can help firms handle larger events safely and professionally. Standard drills and incident-reporting audits should be institutionalized.

5.7 Suggestions for Further Research

1 Investigate Moderating and Mediating Effects: Future research could explore potential moderating or mediating variables that might strengthen or weaken the relationship between logistic innovation capability, service capability, information integration capability, operational capability, and firm performance. For example, factors such as firm size, age, ownership structure, market competition intensity, or regulatory environment could be examined to determine how they interact with these capabilities to influence performance outcomes.

2 Comparative Studies Across Counties and Sectors: A useful extension would be to replicate this study in other counties within Kenya, or to compare event management firms with firms in related industries such as hospitality, tourism, or entertainment. Such comparative research would help establish whether the patterns observed in Nairobi County are consistent in different geographic or sectoral contexts, thereby enhancing the generalizability of the findings.

3 Longitudinal and Mixed-Methods Approaches: Future studies could adopt longitudinal designs to track how changes in innovation, logistics, and operational capabilities affect firm performance over time. Additionally, integrating qualitative methods—such as in-depth interviews or case studies—could provide richer insights

into how managers implement and experience these capabilities in practice, uncovering contextual nuances not fully captured through surveys alone. Longitudinal designs are specifically warranted because capability investments diffuse through procurement cycles, learning curves, and reputation accrual, producing time-lagged effects that cross-sectional data cannot identify.

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APPENDICES

Appendix I: Questionnaires for Manager in charge of Event Management Firms

Dear Participant,

My name is Chriselda Sundys. I am Masters Student at Moi University carrying out a survey as a requirement for my academic accomplishments. My study is about ***Influence of Logistic Capability on Performance of Event Management Firms in Nairobi County***. I have identified you as a respondent in this study and humbly request you to fill in this questionnaire. Your response to the items in the questionnaire used in data collection will be kept confidential and will not be used for any other purpose except this study. Your participation is voluntary and you are free to withdraw from this study at any point you deem fit. Do not therefore write your name anywhere in the questionnaire.

Section I: This part contains questions relating to your socio-economic background information of the employees in charge of supply chain management practices in the Event Management firms in Nairobi County.

(Use a tick where necessary)

1. What is your age in years
2. What is your gender? Male () Female ()
3. What is your highest educational level?
Certificate () Diploma () Degree () Masters () None of the above ()
4. Which category of event management firm?
Small () Medium () Large ()
5. How many years have you worked in event management firms?
5 and below () 6- 10 () 11-15()
16 –20 () above 20()
6. Types of event management firms.....

The following sections of the questionnaire are filled by the senior officers/executives in charge of event management.

Section II: Performance of the *Event Management Firms*

Please circle your answer to each statement based on the key below:

(1) *Strongly Disagree (SD)*; (2) *Disagree (D)*; (3) *Moderately Agree (MA)*; (4) *Agree (A)*; (5) *Strongly Agree (SA)*

S/N	Performance of the Event Management Firms	SD	D	MA	DA	SA
P1	The firm has effective in internal strategies	1	2	3	4	5
P2	Internal operations are efficient in the form	1	2	3	4	5
P3	The firm operates profitably	1	2	3	4	5
P4	The return on assets for this firm is positive	1	2	3	4	5
P5	Our customers have shown revisit intention to the firm	1	2	3	4	5

Section III: Logistic capabilities of the Event Management Firms

Please **circle** your answer to each statement based on the Key below:

(1) *Strongly Disagree (SD)*; (2) *Disagree (D)*; (3) *Moderately Agree (MA)*; (4) *Agree (A)*; (5) *Strongly Agree (SA)*

S/N	Innovation capability	SD	D	MA	A	SA
C1	Firm applies creative techniques in event organizations	1	2	3	4	5
C2	Firm has adopted technology to help in operational systems	1	2	3	4	5
C3	Firm adopts innovative solutions for problem-solving	1	2	3	4	5
C4	Firm applies simplification of operations	1	2	3	4	5
C5	Firm applies standardisation of operations	1	2	3	4	5
S/N	Logistic service capability	SD	D	MA	A	SA
S1	The event management firm provide timely service	1	2	3	4	5
S2	The services rendered by the firm is appropriate	1	2	3	4	5
S3	The service provided by the firm is adequate	1	2	3	4	5
S4	The services of the firm are of good quality	1	2	3	4	5
S5	Our customers are satisfied with our services	1	2	3	4	5
S/N	Logistic information integration capability	SD	D	MA	A	SA
I1	There is adequate information processing in the event management firm	1	2	3	4	5
I2	There is adequate information linkage between stakeholders	1	2	3	4	5
I3	There is a lot of information flexibility within the organization	1	2	3	4	5
I4	The firm has well functioning information control systems	1	2	3	4	5
I5	There is well developed information technology in the firm	1	2	3	4	5
S/N	Logistic operational capability	SD	D	MA	A	SA
O1	The firm has better ways of improving publicity	1	2	3	4	5
O2	The firm has good sponsorship programmes	1	2	3	4	5
O3	The firm is has the best venue management	1	2	3	4	5
O4	There firms has good transport operation to events	1	2	3	4	5
O5	The firm has developed good crowd management mechanisms	1	2	3	4	5

Thank You

Appendix III: Plagiarism Report

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Awarded by

Prof. Anne Syomwene Kisilu

CERM-ESA Project Leader Date: 11/07//2025
