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Analysis of Factors Affecting Financial Performance in the Event Management Sector-Nairobi County, Kenya

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Abstract

Event management business is a complex and multidimensional in scope. It includes the convergence of ambition owner/manager, competence, internal factors organization, the resources and infrastructure, external relations and networking. Analysis of factors influencing the success of event management firms is imperative to know since any mistake made can lead to big losses given the nature and scope of the business. The study analyzed the selected factors affecting financial performance in the event management sector in Nairobi County, Kenya. Specifically, the study focused on the following; the entrepreneur's characteristics, the company's competitive advantage, social networks and service innovation seems to be a major drawback in the performance of the event management sector. The study adopted descriptive research design and targets business owners in the event management sector of Nairobi County. The unit of analysis was the business enterprises in the event management sector where an approximate number of respondents to 178; which was 10% the total population of the selected were approximately 1782 respondents. The data generated by the study after fieldwork was edited, coded then entered into a computer for processing using the Statistical Package for Social Sciences (SPSS v.21.0). Descriptive and inferential statistics was used to analyze information generated from respondents. The data collected was presented by use of percentages, tables and the researcher categorized variables. The study results revealed that, holding all the other factors constant, the financial performance in the event management sector in Nairobi County-Kenya was tested against key factors measured by the significance of these key factors and established that indeed the said factors (Service Innovation (SI), Competitive Advantage (CA), Social Networking (SN), Entrepreneur Characteristics (EC))contributed to 78.6% of the variation of financial performance in the event management sector in Nairobi County-Kenya as explained by adjusted R2 of 0.786. The study finally recommended that, the management should put additional emphasis and more attention to innovations differentiation, the management should also pay more attention to customer orientation and that training of the venture proprietors'/owners and employees on an individual entrepreneurial competencies level is important to ensure that the competencies are managed correctly to achieve optimal benefits in terms of the contribution to operating efficiency which improves financial performance.

Keywords: Entrepreneur's Characteristic, Competitive Advantage, Social Networks and Innovation

1. Background of the study

The world has been hit hard by the financial crisis of 2008-2009, and many businesses have failed because they had already optimized their processes and were not able to cut down costs to match the lack of international demand (Clifton, 2013). However, a focus on the optimization of internal processes and a consequent lack of any new business ideas over the past 25 years is a phenomenon that appears to have passed by the event management industry. Until this crisis, the event industry had not been interested in optimizing its processes nor in utilizing its full potential and most businesses in this industry has managed to survive by focusing on cost-saving strategies and opportunities to attract new customers (Clarke, 2014)
From the global spectacle of an Olympic Games opening ceremony to regional food and wine weekends, public celebrations, commemorations and festivals, event management has evolved into big business (OECD, 2005). In recent years and because of increased international completion and product homogenization, the importance of event marketing for instance is a valuable tool of marketing and has been recognized by both big companies and ventures in this sector. However, while successful event organization already represents a major challenge, companies operating in emerging markets such us Mexican market are confronted with even bigger difficulties for example institutional voids (Giovanni & Mario, 2013).
Over time, the event industry has played a key role in human society and has long existed as part of the tourism and hospitality industry (Kinyanjui, Dorothy &Ongile, 2010). Apart from the significance of event planning in today's business, the range of possible factors influencing event-planning companies is evidently very wide. Current business trends, including globalization and cost pressures, which affect many industries worldwide, force most event planning companies to reexamine their businesses, focusing on their core markets while trying to stay ahead of the competition by seeking out new business niches and better business performance. Interestingly, an event management is arguably one of the lucrative business enterprises in the commercial sector (Zoysa&Herath, 2007).
In Kenya, entrepreneurs of EMVs perceive ventures of competitors negatively and engage in wars by employing unethical marketing strategies in order to beat competitors. Entrepreneurs do not operate in an environment of trust and integrity but that of suspicion, exploitation and fear of sharing information, which they view as giving out vital information to benefit a competitor to their detriment. Consequently, these reduce profitability and chances of attaining return on investment and enhanced performance (Dorothy *et al.,* 2010).
Kenyans venture into business as a source of extra income. In the recent past, many Kenyans have ventured into business start-ups (RBA survey, 2006). In spite of efforts from various stakeholders to enhance success of the business projects, many business enterprises have been performing poorly (RBA survey, 2006). Most business projects started in Kenya collapse within the first three years. Kenyans who start same businesses on the same financial footing end up not achieving the same results (Abor &Quartey, 2010). This implies that there exists individual circumstantial variability that despite same external environment and majority of internal factors; it is on this causal element of the variability of business performance that this study intended to find out. This study is trying to identify why most businesses especially in the event management sector which ends up affecting the event managers at large negatively. If this problem is not solved, the event management sector will not be as successful as anticipated & the clients will continue having more mediocre events. Therefore, this study is

set to analyze the factors affecting financial performance in the Event Management Sector-Nairobi County, Kenya.

Venturing into business is thought to play an important role in transforming one's life. This is because members of the society who run successful businesses are equally successful in their lifestyle (Smallbone et al., 2013). Apart from being a source of government revenue, business is a major source of self-employment.

2. Review of existing literature

Several authors have advanced their studies from the perspective of the mindset and personality of the entrepreneur, while others have looked at it from the perspective of the entrepreneur's education, family background, and capability (Brown, 2007; Kor, 2003). Another group of scholars has considered the personal role of the entrepreneur and growth aspirations (Pasanan, 2007; Wasserman, 2008). For instance Ciavarella *et al.,* (2004) noted that the entrepreneurs' stable and inherent characters' influence how they manage their businesses. In addition, they will tend to conduct their business based on the strengths of their specific characteristics (Sidika, 2012). Many aspects have been examined regarding the characteristics of entrepreneurs, such age, gender, motivation, experience, educational background, risk-taking propensity, and preference for innovation ((Pasanan, 2007; Sidika, 2012).

According to Olawale and Garwe (2010), management capacities are sets of knowledge, skills, and competencies that can make the small firm more efficient. Singh *et al.* (2008) emphasize that management skills are necessary for effective performance. Aylinet *et al.* (2013) state that management skills are a crucial factor for the performance and that the lack of management skills is a barrier to growth and are one of the factors that can lead to failure. Marketing skills has been considered as one of the most effective factor to firm survival and growth. According to Scheers (2012) the lack of marketing skills has a negative impact on the success of small businesses. Entrepreneurs having the characteristics of varying significance, therefore important to understand the relation between characteristic owners/proprietors with performance (Wijewardena, *et al.,* 2008),

2.1 Competitive Advantage and Financial Performance

In business idea thinking, the firm's competitive advantage is bound up with the firm's choices in these areas (Normann 2006). When a firm is growing, it is essential to ensure that it does not lose its competitive advantage. For example, a small firm can compete by means of flexibility, but a medium-sized firm is not as flexible as it is to smaller competitor, and does not enjoy real economies of scale typical of bigger companies. Good customer relations have been found to be a source of competitive advantage more for small firms than for large companies, and regardless of their strategic focus and the growth of industry sector, flexibility is often seen to provide a central source of competitive advantage more in small firms than large ones (Zammuto 2008). The competitive advantages seem to be related to the firm's innovation or to the efficiency of operations (Zammuto 2008).

McMahon (2001) argued that, the successful firms invested extensively in research and development of their products and thus gained competitive advantage through learning. Specialization as a change in the ways of operation was more common in threatened businesses than in other businesses. Therefore, specialization may be interpreted as a way of adapting that provides efficiency in the use of resources, and thus it may be important for achieving competitive advantage. The firm's competitive advantage boiled down to three factors: high quality, personal service, and technical expertise. On the other hand, pricing was a competitive disadvantage. In his study of Adeoti (2005) investigated the impact of IT on the competitiveness of firms, he found that investment in it by a firm would attract learning efforts that stimulate improvement in competitiveness among companies in Nigeria. The competitive advantage of innovators with continuous growth was related to their innovativeness.

2.2 Social Networks and Financial Performance

The term "Network" is generally used for the structure of ties among the actors in a social system (Nohria and Eccles, 2012). These actors could be roles, individual persons, organizations, industries, or even nation states. Social networks are becoming increasingly important to business owners as they provide firms with access to markets, ideas, information, advice, business opportunities, and other resources (Fang *et al.,* 2010).
According Nohria and Eccles, (2012) entrepreneurs are to some extent, dependent on their networks of personal relationships, especially informal networks, when making decisions and solving problems. Numbers of studies for instance (Lechner *et al.,* 2005, Nohria and Eccles, 2012) have given evidence to the importance of social networking and performance. Networking with others is carried out because the entrepreneurs mostly depend on the information, raw materials, technology or knowledge, in order to make their enterprises continuously develop and be acceptable to societies. Numerous researchers have found that networking provided many benefits and encourages success of an enterprise. Hite and Hesterly (2011) in their research found that networking increases profit from investment and access to growth, particularly for new founded companies and made dynamic relationship to these companies.

2.3 Service Innovation and Financial Performance

Anecdotal evidence suggests that innovation is closely linked to performance (Thomas &Cooney 2012). Geroski (2014) suggests that there are two alternative views. The first view holds that the production of new products or processes strengthens a firm's competitive position in relation to its rivals. But the profits and growth will be transitory and only last as long as the innovating firm can defend its position against rivals.
Innovation plays a crucial role in business and it is regarded as a key characteristic of growth and performance. Innovative companies are able to respond within the bounds of the knowledge about existing products or services to changes required by the customer within their niche market (Levy & Powell 2005). Innovation relies on bringing together different types of research and utilizing this knowledge to design new products, therefore innovation greatly relies on research and development investments. Normally developed countries allocate about 3% of GDP to R&D activities. Some developing countries, including China, India and Brazil, have rapidly increased their R&D expenditure, to levels with those of the world's most developed countries (Morrison 2006). Economic Intelligence Unit (2007) stated that business that make intelligent use of ICT can gain a competitive edge within the industries. They are able to grow faster and more profitable than their rivals. Data integration provides

all parts of the business with customized views of the same data, increasing flexibility and accountability.

2.4 Entrepreneur Characteristics and Financial Performance

Several authors have advanced their studies from the perspective of the mindset and personality of the entrepreneur, while others have looked at it from the perspective of the entrepreneur's education, family background, and capability (Brown, 2007; Kor, 2003). Another group of scholars has considered the personal role of the entrepreneur and growth aspirations (Pasanan, 2007; Wasserman, 2008). For instance Ciavarella *et al.,* (2004) noted that the entrepreneurs' stable and inherent characters' influence how they manage their businesses. In addition, they will tend to conduct their business based on the strengths of their specific characteristics (Sidika, 2012). Many aspects have been examined regarding the characteristics of entrepreneurs, such age, gender, motivation, experience, educational background, risk-taking propensity, and preference for innovation ((Pasanan, 2007; Sidika, 2012).

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3. Objective of study

This study has the following specific objectives-

i. To establish the relationship between entrepreneur characteristics and financial performance in the event management sector in Nairobi County.

ii. To examine the relationship between social networks on financial performance in the event management sector in Nairobi County.

iii. To investigate the relationship between competitive advantage and financial performance in the event management sector in Nairobi County.

iv. To determine the influence of service innovation on financial performance in the event management sector in Nairobi County.

4. Hypothesis of the study

Hypothesis 1**:** There is no significant relationship between entrepreneur characteristics and financial performance in the event management sector in Nairobi County

Rejection of the null hypothesis point towards a statistically significant relationship between entrepreneur characteristics and financial performance in the event management sector in Nairobi County

Hypothesis 2: There is no significant association between competitive advantage and financial performance in the event management sector in Nairobi County

Rejection of the null hypothesis indicates a statistically significant association between competitive advantage and financial performance in the event management sector in Nairobi County

Hypothesis 3: Service innovation has no influence on financial performance in the event management sector in Nairobi County

Rejection of the null hypothesis indicates a significant influence Service innovation on financial performance in the event management sector in Nairobi County

Hypothesis 4: There is no significant relationship between social networks on financial performance in the event management sector in Nairobi County

Rejection of the null hypothesis indicates a statistically significant relationship between social networks on financial performance in the event management sector in Nairobi County

5. Database and methodology of the study

According to Kothari, (2008), a research design is a framework or blue print specifying the methods and procedures for collecting and analyzing the needed information. A descriptive cross-sectional design was employed in this study. A cross-sectional study is conducted once to pick out the parameters of a phenomenon at a specific point in time. The descriptive cross-sectional design and quantitative designs are considered to be robust for strategy implementation and suitable for studies that aim to analyze a phenomenon, situation, problem attitude or issue by considering a cross-section of the population at one point in time (Saunders, Lewis and Thornhill, 2009).
The target population is the entire aggregation of respondents that meet the designated set of criteria" (Kothari, 2008). The study aimed at analyzing the factors that affect financial performance in the event management sector in Nairobi County. The targeted respondents were business owners and employees in the event management sector of Nairobi County. The unit of analysis was the business enterprises in the event management sector where the owner/proprietor and employees constituted the respondents
A list of all proprietors' and employees in the event management sector was obtained from the Association of event managers data available and located to their offices. In all the total

population of the selected were approximately 1782 respondents.Out of this number, 10% represented the proprietors', 10% represented the event management employees.

According to Mugenda and Mugenda (2003), a sample of 10% is adequate for the generalization of the findings to the whole population if the sample size in more than 30 elements. This study used purposive sampling technique to accurately select 178 respondents as shown in the sample distribution of the population table 3.2 bellow;
The researcher collected primary data with the help of a questionnaire. According to Kothari, (2008) a questionnaire is easy to administer. In this study, primary data on the dependent and independent variables was collected using a structured questionnaire, since it was easier to administer, analyze and economical in terms of time and money. The data generated by the study after fieldwork was edited, coded then entered into a computer for processing using the Statistical Package for Social Sciences (SPSS v.21.0). According to Mugenda and Mugenda (2010), editing of responses was intended to identify and eliminate errors made by the interviewer or respondents. Consequently, data was edited for completeness and consistency before analysis. Descriptive and inferential statistics was used to analyze information generated from respondents.
Descriptive statistics refers to, simple statistical methods, which do not support or falsify a relationship but help in the description of the data. Thus, descriptive statistics enabled the researcher to organize data in an effective and meaningful way. By use of percentages, tables and the researcher categorized the variables. Inferential statistics was used to establish whether a relationship exists in the larger population from which the sample was drawn from. This helped in making relevant generalizations whereby a Pearson correlation co-efficient was calculated to determine and test the correlation between the dependent variable and each independent variable, using the following function y fn (X1, X2, X3, X4, X5 and ε). From this function, the following multiple regression models was developed to show the relationship between venture performance, entrepreneurs characteristics, competitive advantage, socio-networks, firm environment and service innovation:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4+\varepsilon$$

Whereby: Y BP= Business Performance

X1= Entrepreneurs Characteristics (EC);

X2= Competitive Advantage (CA);

X3=Socio-Networks (SN);

X4=Service Innovation (SI); and

B0, β1, β2, β3, β4, β5 =Regression model coefficients.

ε = Error Term.

6. Major findings of the study

Correlation is a term that refers to the relationship between two variables (Kothari, 2008).A strong or high correlation means that two or more variables have a strong relationship with each other while a weak or low, correlation means that the variables are hardly related. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 means that there is no relationship between variables being tested (Orodho, 2004). The most widely used types of correlation coefficient are the Pearson R which is also referred to as linear or product-moment correlation. This analysis assumes that the two variables being analyzed are measured on at least interval scales. The coefficient is calculated by taking the co-variance of the two variables and dividing it by the product of their standard deviations. In this study, Pearson correlation is carried out to determine how the research variables related to each other. Pearson's correlation reflects the degree of linear relationships between two variables. It ranges from+1 to -1. A correlation of +1 means there is a perfect positive linear relationship between variables (Kothari, 2008).

Table 1: Correlation analysis between the variables

Correlations

		Social Networking **(SN)**	Entrepreneur Characteristics **(EC)**	Competitive Advantage**(CA)**	Product Innovation **(PS)**
Social Networking**(SN)**	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	167			
Entrepreneur Characteristics **(EC)**	Pearson Correlation	.799**	1		
	Sig. (2-tailed)	.000			
	N	167	167		
Competitive Advantage**(CA)**	Pearson Correlation	.399**	.416**	1	
	Sig. (2-tailed)	.000	.000		
	N	167	167	167	
Product Innovation **(PS)**	Pearson Correlation	.688**	.765**	.153*	1
	Sig. (2-tailed)	.000	.000	.049	
	N	167	167	167	167

**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

From the study findings, Since the Sig (2-Tailed) value for all the independent variables that is; (Service Innovation (SI), Competitive Advantage (CA), Social

Networking (SN), and Entrepreneur Characteristics (EC)) were all 0.000. Effectively this means that the Sig (2-Tailed) value is less than 0.01 therefore they were all significant. Finally, given that, the Sig (2-Tailed) value for all the variables was greater than 0. 05, the study concluded that there is no statistically significant correlation between the four variables. Meaning, increases or decreases in one variable do not significantly relate to increases or decreases in other variables

In this study a multiple linear regression model was implemented to identify the relationship between the four independent variables and the dependent variable which is financial performance. The study applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study. The finding of the study is as shown in table 4.7.

Table 2; Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.889[a]	.791	.786	.19354	.791	153.177	4	162	.000

a. Predictors: (Constant), Service Innovation (SI), Competitive Advantage (CA), Social Networking (SN), Entrepreneur Characteristics (EC)

All the four dependent variables (Service Innovation (SI), Competitive Advantage(CA), Social Networking(SN), Entrepreneur Characteristics (EC)) that were studied, explain only 79.1% of the on the financial performance of event management ventures in Nairobi County-Kenya, as represented by the R Square (R2). This implies that Service Innovation, Competitive Advantage, Social Networking, Entrepreneur Characteristics contributes significantly to the financial performance of event management ventures in Nairobi County-Kenya.

Table 3: Analysis of Variance (ANOVA)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.951	4	5.738	153.177	.000[b]
	Residual	6.068	162	.037		
	Total	29.020	166			

a. Dependent Variable: Venture Performance

b. Predictors: (Constant), Service Innovation (SI), Competitive Advantage (CA), Social Networking (SN), Entrepreneur Characteristics (EC))

In an attempt to test the significant of the model, the study used ANOVA. From Table 4.12, the P-value is 0000b which is less than 0.05 thus the model is statistically significance in predicting the considered factors Service Innovation, Competitive Advantage, Social Networking and Entrepreneur Characteristics affect financial performance of event management ventures in Nairobi County-Kenya. The F critical at 5% level of significance is 2.46. Since F calculated (value =153.177) is greater than the F critical, this shows that the overall model is significant. The coefficients of the multiple regression models are presented in the table 4.10

Table 4: Regression Coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.440	.103		4.260	.000
	Competitive Advantage (CA)	.103	.034	.127	3.016	.003
	Entrepreneur Characteristics (EC)	.307	.044	.501	6.936	.000
	Social Networking (SN)	.089	.048	.115	1.853	.004
	Innovation (PS)	.231	.049	.284	4.734	.000

a. Dependent Variable: Venture Performance

The regression model has established that taking Innovation (PS),Competitive Advantage (CA), Social Networking (SN), Entrepreneur Characteristics (EC)) at constant zero, venture performance is at 0.440. From the study findings, the researcher gathers that, Entrepreneurs Characteristics had the greatest influence on venture performance at 30.7%followed by Innovation at 23.1%, then Competitive Advantage at 10.3% and finally Social-Networks Support at 8.9%. This notwithstanding, all the variables were significant as their P-values were less than 0.05. At 5% level of significance and 95% level of confidence; the t statistics helps in determining the relative importance of each variable in the model. As a guide regarding useful predictors, the research determines the t values well below -0.05 or above +0.05.

The study results explicitly show this significance on each of the variable considered that is: (Constant), Innovation (PS), Competitive Advantage (CA), Social Networking (SN), Entrepreneur Characteristics (EC)) will always be significant with regards to venture performance since the multiple regression analysis ($\beta0$ = 0.456and p = 0.000, $\beta1$=

0.307and p = 0.000, $\beta2$= 0.103and p = 0.003, $\beta3$= 0.089and p =0.004 and finally $\beta4$=0.231and p =0.000).

7. Conclusions

The main objective of this study was to conduct an analysis of selected factors affecting financial performance in the event management sector-Nairobi county, Kenya. It can be deduced that majority of the proprietors'/owners and employees in the event management ventures are female that is about 121 out of 167 in frequency which is about 72.5% of the sample. The study also revealed that majority of the respondents was over 46 years constituting about 76% of the respondents. The study findings can be summarized as follows: From the findings of the study, it was concluded that:

As to whether state entrepreneur characteristics affect financial performance in the event management sector in Nairobi County-Kenya. Considering the study results, it can be concluded that, entrepreneur characteristics is always a significant factor towards financial performance of in the event management sector in Nairobi County-Kenya at $\beta 1= 0.307$and $p =0.000$ and being the most influential variable in the model. The study results show a positive relationship meaning an improvement in entrepreneur characteristics will always lead to an increase in the financial performance of in the event management sector in Nairobi County-Kenya

The fourth and the last objective of the study were to determine the influence of service innovation on financial performance in the event management sector in Nairobi County-Kenya. On this objective, the study duly concludes that, service innovation will always a significant factor for financial performance in the event management sector in Nairobi County-Kenya at $\beta 4= 0.231$and $p = 0.000$ and being the second highest influential variable in the model. The study results also showed a positive relationship between service innovation and the financial performance in the event management sector in Nairobi County-Kenya meaning an increase in service innovation will always lead to an increase in the financial performance in the event management sector in Nairobi County-Kenya and vice versa.

Analysis of the third objective which was to investigate the relationship between competitive advantage and financial performance in the event management sector in Nairobi County-Kenya revealed that, competitive advantage will always a significant factor for financial performance in the event management sector in Nairobi County-Kenya at $\beta 2= 0.103$and $p =0.003$ and being the third most influential variable in the model. The study results also show a positive relationship between competitive advantage and financial performance in the event management sector in Nairobi County-Kenya meaning a build-up in competitive advantage will always lead to an increase in financial performance in the event management sector in Nairobi County-Kenya and vice versa.

Testing the effects of social networks on financial performance in the event management sector in Nairobi County-Kenya revealed that, social networks is also a significant factor or variable to financial performance in the event management sector in Nairobi County-Kenya. The study findings showed that social networks will always a significant factor towards financial performance of in the event management sector in Nairobi County-Kenya at $\beta 3 =$

0.089and p = 0.004 and being the least influential variable in the model. The study findings also show a positive relationship meaning an increase in social networks will always lead to an increase in financial performance in the event management sector in Nairobi County-Kenya.

Finally, holding all the other factors constant, the financial performance in the event management sector in Nairobi County-Kenya was tested against key factors measured by the significance of these key factors and established that in deed the said factors (Service Innovation (SI), Competitive Advantage (CA), Social Networking (SN), Entrepreneur Characteristics (EC))contributed to 79.1% of the variation of financial performance in the event management sector in Nairobi County-Kenya as explained by R squared of 0.791.

8. Recommendations

The study recommends the following;
It is clear from the study findings that, social networks for instance in terms of partnerships have influence on financial performance in the event management sector in Nairobi County-Kenya. Accordingly, the study recommends that the event management sector in Nairobi County-Kenya entrepreneurs should find ways in which to maximize on partnership for both financial and non-financial benefits and creating more improved network structures.
Considering the study results, the researcher proposes that it is important to have an overall strategy based on extensive research especially within the technology pillars. Better research would help enhance the performance of the exhibition and would also use the budget more cost-effectively. The researcher also proposes that, the overall communication strategy needs to improve in order to extract much greater levels of information from currently funded processes through technological innovation since technology is an important factor in achieving competitive advantage. In addition, management should put additional emphasis and more attention to innovations differentiation as they are important instruments for achieving competitive advantage which leads to greater financial performance.
Grounded on the study results, the study gathers that there exist a significant association between competitive edge and performance in the event management sector. Accordingly, the researcher recommends that, the management of the event ventures needs to make sure that they provide adequate services to their customers. In other words, the management should pay more attention to customer orientation since this aspect forms a critical part of building competitive advantage which in turn pushes financial performance.
In this category, the researcher gathers that in a significant scale entrepreneurial competencies do affect the financial performance of the event management ventures in Nairobi county-Kenya, thus the entrepreneurial ability of the proprietors'/owners of the ventures is critical for business success. It is in this vein that the researcher recommends that training of the venture proprietors'/owners and employees on an individual entrepreneurial competencies level is important to ensure that the competencies are managed correctly to achieve optimal benefits in terms of the contribution to operating efficiency which improves financial performance.

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