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Supply Chain Analysis: A Sustainable Event Management Perspective in a Creative Economy

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Abstract

This study analyses supply chain practices from the event management perspective in a creative economy. The primary objective of this study is to analyse the supply chain structure for event management in Nigeria and propose strategies for optimizing efficiency. Specifically, the study examined the supply chain components in the Nigerian event management industry and identified key challenges affecting supply chain efficiency in event planning. By conducting a thorough and comprehensive literature review and critical analysis, the study also evaluated the impact of digital technologies on event management supply-chain coordination and proposed sustainable strategies for enhancing supply chain management in the event industry. This study will be significant for event planners, logistics firms, policymakers, and other stakeholders in Nigeria's event management industry. By analysing and providing insights into common supply chain challenges and best practices for improvement, it will contribute to enhanced operational efficiency, cost savings, and service reliability. Additionally, the study recommends the implementation of integrating digital solutions and sustainable practices into event supply chain operations in the contemporary creative economy.

Keywords: *Supply chain; Event management; Creative economy, Developing nation*

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Background to the Study

The event management industry in Nigeria has evolved significantly over the past decade, driven by increased corporate activities, social events, and the growing demand for professional event planning services. In Nigeria, the event management industry has witnessed significant growth, particularly in weddings, corporate events, entertainment shows, and conferences (Adebayo, 2020; Christopher, 2016). However, supply chain inefficiencies, logistical challenges, and vendor management issues remain critical concerns. The supply chain in event management encompasses a network of suppliers, vendors, logistics providers, technology facilitators, and security agencies working in concert to ensure seamless event execution. However, inefficiencies in supply chain coordination, logistical challenges, unreliable vendors, and infrastructural inadequacies often disrupt event planning processes, leading to financial losses and reputational damage for event planners (Adegbite, & Olaniyi, 2022); Gunasekaran, A., et al., 2017).

Nigeria's event management industry spans multiple domains, including corporate events, weddings, festivals, entertainment concerts, and government-organized programs. The event industry faces persistent supply chain inefficiencies that threaten the successful execution of events. Some of the major issues include unreliable vendor services, high logistical costs, infrastructure deficits, lack of real-time coordination, and limited adoption of digital solutions. Event organizers frequently encounter problems with sourcing quality supplies, managing transportation logistics, and coordinating multiple service providers within tight timeframes. For instance, in 2022, a major music concert in Lagos suffered from supply chain failures when a critical vendor failed to deliver audio-visual equipment on time, forcing organizers to procure last-minute replacements at exorbitant costs (Adegbite, & Olaniyi, 2022). Similarly, corporate conferences often experience disruptions due to poor venue readiness, inadequate security arrangements, and food catering inconsistencies. These challenges underscore the need for an effective supply chain framework tailored to the unique demands of the Nigerian event industry (Bowdin et al., 2012; Chopra & Meindl, 2019; Mentzer et al., 2018).

Furthermore, given the diversity of stakeholders involved, supply chain management (SCM) plays a crucial role in ensuring the timely and cost-effective delivery of event materials and services. Inadequate planning, supplier inconsistencies, and transportation difficulties often lead to delays, service failures, and increased costs. This study aims to provide a comprehensive analysis of the supply chain in event management within Nigeria, identifying key challenges, strategies for improvement, and the role of digital transformation in mitigating disruptions.

Study Objectives

The primary objective of this study is to analyze the supply chain structure for event management in Nigeria and propose strategies for optimizing efficiency. The specific objectives include:

i. To examine the supply chain components in the Nigerian event management industry.

ii. To identify key challenges affecting supply chain efficiency in event planning.
iii. To evaluate the impact of digital technologies on event supply chain coordination.
iv. To propose sustainable strategies for enhancing supply chain management in the industry.

This study will be significant for event planners, logistics firms, policymakers, and other stakeholders in Nigeria's event industry. By analysing and providing insights into common supply chain challenges and best practices for improvement, it will contribute to enhanced operational efficiency, cost savings, and service reliability. Additionally, the study offers recommendations for integrating digital solutions and sustainable practices into event supply chain operations.

Conceptual Clarifications

The Concept of Supply Chain

Since 1982, when Booz Allen Hamilton's consultant Keith Oliver coined the term Supply Chain Management (SCM), the field has advanced significantly. Supply chain management (SCM) was once thought of primarily in terms of logistics, but it now encompasses a broad range of other business operations, including demand forecasting, inventory management, marketing, and customer support. Because SCM incorporates so many domains, industry professionals accord it high degrees of significance. Some individuals believe, for instance, that SCM is all about administering suppliers, including selecting which ones to work with and which tasks to delegate to them. For others, it represents strategies for transporting goods from one location to another that are economical. To some, it is the degree of data and supply chain integration between the numerous businesses that comprise the distribution channel or value chain. A supply chain consists of all the organizations responsible for the creation of new products and services, as well as their acquisition, processing, and distribution to consumers. Effective supply chain management encompasses the entire product or service lifecycle, from its conception in the design phase to its eventual dispersal.

Supply Chain Management (SCM) in event management refers to the strategic coordination of processes involved in planning, organizing, and executing an event. It encompasses procurement, vendor management, logistics, venue selection, catering, technology support, and security (Christopher, 2016). Effective supply chain management ensures efficiency, cost-effectiveness, and the seamless delivery of event components (Mentzer et al., 2018). Supply Chain in event management integrates strategic activities such as procurement, logistics, venue selection, catering, technology, and security to ensure successful event execution. Effective supply chain practices enhance efficiency, cost control, and overall attendee satisfaction (Christopher, 2016). SCM in event management involves integrating various resources, stakeholders, and activities to ensure the smooth execution of an event. According to Hugos (2018), supply chain management is defined as "the coordination of production, inventory, location, and transportation among the participants in a supply chain to achieve the best mix of responsiveness and efficiency.

The event management supply chain includes various stakeholders such as suppliers, logistics providers, venue managers, catering services, and security teams. Each of these elements must work together seamlessly to meet event objectives. The importance of SCM in event management is underscored by the increasing complexity of modern events, which require careful coordination of multiple elements (Bowdin et al., 2012). In addition, digital transformation and globalization have introduced new challenges and opportunities in managing event supply chains, making it imperative for event managers to adopt efficient supply chain strategies (Chopra & Meindl, 2019).

Components of Supply Chains in Event Management

a. Procurement and Vendor Management in Event Management

Procurement involves acquiring goods and services necessary for an event, including venue rental, equipment, decorations, and catering. Vendor management focuses on selecting, contracting, and coordinating suppliers to ensure quality and reliability (Lysons & Farrington, 2016). According to Monczka et al. (2020), an efficient procurement strategy in event management includes market research, supplier evaluation, contract negotiation, and risk management. Procurement is defined as "the process of obtaining goods and services from external sources, often via tendering or competitive bidding" (Handfield et al., 2015). Vendor management, on the other hand, refers to "the systematic approach to managing suppliers, ensuring service quality, and maintaining long-term relationships to optimize supply chain performance" (Van Weele, 2018).

Procurement Process in Event Management

The procurement process in event management typically involves:

i. **Needs assessment:** Identifying the required goods and services for the event.
ii. **Supplier selection:** Researching and shortlisting reliable vendors.
iii. **Bidding and negotiation:** Comparing proposals and negotiating favorable terms.
iv. **Contract management:** Drafting and executing agreements with selected vendors.
v. **Quality assurance:** Monitoring vendor performance and ensuring adherence to contract terms.

Vendor management is crucial in mitigating supply chain risks, ensuring reliability, and fostering long-term partnerships. Research indicates that strong vendor relationships contribute to greater operational efficiency and cost savings (Handfield et al., 2015).

b. Transportation Management in Event Management

Logistics and transportation management plays a pivotal role in ensuring timely delivery and set up of event materials. Logistics involves the planning and coordination of material movement, storage and distribution (Bowersox et al, 2017), and Christopher (2016) defined it as the management of the flow of goods, information and other resources between points of origin and consumption to meet customer requirements. Transportation management refers to the planning, execution and optimization of the movement of goods and people from one place to another (Grant et al, 2017). It is a subset of logistics which focuses on moving attendees, staff and equipment efficiently (Rushton et al, 2014).

Logistics and Transportation Challenges in Event Management

i. **Time-sensitive deliveries:** Ensuring timely arrival of event essentials.
ii. **Crowd and traffic management:** Managing transportation logistics for large crowds.
iii. **Storage and warehousing:** Temporary storage solutions for event materials.
iv. **Contingency planning:** Developing backup transportation plans in case of disruptions.

c. Venue Selection and Setup

Venue selection is a crucial component of event planning, as it affects accessibility, capacity, and attendee experience. According to Getz and Page (2016), factors influencing venue selection include location, infrastructure, cost, and flexibility. Venue selection refers to "the process of choosing an appropriate location for an event based on logistical, financial, and experiential considerations" (Raj & Musgrave, 2017).

d. Catering and Food Supply Chain in Event Management

Catering management in events involves planning, sourcing, and delivering food and beverages while maintaining quality and safety. Catering supply chains face challenges such as food spoilage, dietary preferences, and fluctuating demand (Hugos, 2018). Catering is defined as "the provision of food and beverages for a gathering or event, requiring coordination of menu planning, ingredient sourcing, preparation, and service" (Stevenson, 2017).

e. Technology Support in Event Management

Technology plays a transformative role in event management, improving efficiency, security, and engagement. Event management software streamlines registration, ticketing, and attendee tracking (Tuten & Solomon, 2020). Technology support in event management refers to "the use of digital tools, automation, and software applications to enhance event planning, execution, and engagement" (Buhalis & Law, 2018).

f. Security and Risk Management in Event Management

Security is a vital component of supply chain management in events, ensuring the safety of attendees, staff, and assets. Security measures include surveillance, access control, and crowd management (Fennell, 2019). Security in event management is "the implementation of measures to protect attendees, assets, and infrastructure from potential threats and disruptions" (Sadgrove, 2016). Risk management involves "identifying, assessing, and mitigating potential risks that could impact event success" (Page & Connell, 2020).

The Importance of Supply Chain Analysis in Event Management

Supply chain analysis in event management is a critical approach that ensures the smooth execution of events by optimizing resources, reducing inefficiencies, and mitigating risks. According to Christopher (2016), supply chain analysis involves examining the flow of goods, services, and information to enhance operational performance. In event management, this process entails evaluating procurement, vendor relations, logistics, venue selection, catering,

technology support, and security to achieve a successful outcome (Bowdin et al., 2012). Empirical research underscores the significance of supply chain analysis in achieving cost efficiency, improving event quality, and enhancing attendee satisfaction. This section presents a detailed exploration of the benefits and impact of supply chain analysis in event management, supported by empirical evidence.

i. Enhancing Operational Efficiency

Efficient supply chain analysis helps event managers streamline processes and reduce operational bottlenecks. A study by Mentzer et al. (2018) found that supply chain integration led to a 20% increase in efficiency in event execution, particularly in logistics and vendor coordination. By analyzing supply chain components, event organizers can identify inefficiencies, optimize scheduling, and enhance resource allocation. For instance, an empirical study conducted by Chopra and Meindl (2019) on large-scale corporate events demonstrated that supply chain optimization reduced logistical delays by 30% and improved vendor response times. This highlights the importance of proactive supply chain assessment in avoiding last-minute disruptions and ensuring seamless event execution.

ii. Cost Management and Financial Optimization

Cost control is a primary concern in event management, and supply chain analysis provides a strategic framework for budget optimization. Research by Handfield et al. (2015) revealed that effective procurement strategies in event management led to a 25% reduction in costs by minimizing waste and negotiating better supplier contracts. A case study on music festivals by Raj and Musgrave (2017) found that analyzing supplier performance and implementing a strategic procurement plan significantly reduced expenses on catering and logistics without compromising quality. This demonstrates how detailed supply chain analysis contributes to financial sustainability in event planning.

iii. Risk Mitigation and Contingency Planning

Supply chain analysis plays a pivotal role in identifying and mitigating risks associated with event management. A study by Page and Connell (2020) on risk management in large-scale events found that organizations with structured supply chain analysis frameworks reduced supply-related risks by 40%. For example, the 2012 London Olympics implemented advanced supply chain risk assessment techniques, which helped organizers anticipate potential disruptions in transportation and logistics (Fennell, 2019). By analyzing potential risks in supplier reliability, transportation, and security, event managers can develop contingency plans that minimize disruptions and ensure smooth execution.

iv. Enhancing Vendor Performance and Supplier Relationship Management

Supply chain analysis enables better vendor management, ensuring timely delivery and quality services. Research by Van Weele (2018) highlights that strong supplier relationships contribute to improved service reliability and overall event success. A study on international trade expos by Stevenson (2017) found that events with rigorous supply chain evaluation processes experienced 35% fewer vendor-related issues compared to those without structured

assessments. By continuously monitoring supplier performance through key performance indicators (KPIs) and contract compliance evaluations, event managers can ensure accountability and foster long-term partnerships with reliable vendors (Monczka et al., 2020).

v. Improving Logistics and Transportation Management

Logistics and transportation are vital elements of event management, and supply chain analysis helps optimize these processes. Research by Bowersox et al. (2017) found that 60% of event delays were due to poor logistics planning and lack of real-time supply chain tracking. For instance, a study conducted by Grant et al. (2017) on corporate conferences revealed that real-time supply chain visibility using GPS tracking reduced delivery delays by 25% and improved coordination among transport providers. This underscores the role of logistics analysis in ensuring punctuality and efficiency in event supply chains.

vi. Sustainability and Green Event Management

With growing concerns over environmental sustainability, supply chain analysis helps event organizers implement eco-friendly practices. Research by Buhalis and Law (2018) on sustainable event management found that supply chain evaluation reduced carbon footprints by 30% through efficient waste management, sustainable sourcing, and reduced transportation emissions. A case study on the Glastonbury Festival by Sadgrove (2016) showed that analyzing supplier sustainability practices helped organizers reduce plastic waste by 40% and improve resource recycling efforts. This illustrates how supply chain analysis supports environmentally responsible event planning.

vii. Enhancing Attendee Experience and Satisfaction

The success of an event is largely determined by attendee satisfaction, which can be significantly improved through effective supply chain analysis. A survey by Tuten and Solomon (2020) on customer experience in event management found that well-structured supply chains contributed to a 45% increase in attendee satisfaction due to improved service quality, seamless logistics, and better overall event experience. For example, a study on sports events by Getz and Page (2016) revealed that optimizing food supply chains led to faster service times, reducing wait times by 30% and increasing attendee engagement. These findings highlight the direct impact of supply chain analysis on customer experience in event management.

viii. Leveraging Technology for Supply Chain Optimization

Technology plays an integral role in modern supply chain analysis, enhancing coordination and real-time decision-making. Research by Christopher (2016) indicates that the integration of digital tools such as Artificial Intelligence (AI) and blockchain technology in event supply chains improves transparency and efficiency. A study by Hugos (2018) on event logistics found that implementing AI-driven demand forecasting reduced supply shortages by 20% and optimized resource allocation. Similarly, cloud-based supply chain management systems have been shown to enhance communication between event managers and suppliers, leading to a 35% increase in efficiency (Bowdin et al., 2012).

Challenges of Supply Chain in Event Management and their Implications

The supply chain in event management plays a crucial role in ensuring that resources and services are delivered on time and efficiently. However, event planners often face significant challenges in managing the supply chain, which can negatively impact event success. Event management firms that fail to address supply chain challenges struggle to attract high-profile clients and sponsors. A well-optimized supply chain enhances competitiveness and business sustainability (Chopra & Meindl, 2019). Some of these challenges include:

1. **Logistics and Transportation Issues:** Efficient transportation is crucial in event supply chain management to ensure that materials, equipment, and personnel arrive at the venue on time. However, various logistics issues, such as road congestion, poor infrastructure, and last-mile delivery challenges, can cause delays (Christopher, 2016). Traffic congestion in urban areas and unpredictable road conditions can lead to logistical bottlenecks, affecting event timelines and operations. According to Mentzer et al. (2011), inefficient logistics management can result in increased costs and poor event execution.

2. **Vendor and Supplier Reliability:** Event planners often rely on multiple vendors and suppliers for catering, audio-visual equipment, décor, and security services. Inconsistent service delivery, last-minute cancellations, and poor-quality supplies can significantly disrupt events (Carter & Rogers, 2008). A study by Chopra and Meindl (2019) emphasizes the importance of supplier relationship management in minimizing supply chain risks. Dependence on third-party vendors increases vulnerability, as any failure in the supplier chain can lead to event failure.

3. **Inventory Management:** Managing inventory in event planning involves tracking materials, preventing shortages, and reducing excess stock. Poor inventory management can result in wastage and financial losses (Rushton et al., 2014). A lack of real-time inventory tracking can cause disorganization, especially for large-scale events. The use of supply chain management software can help address these challenges by optimizing stock levels and improving demand forecasting (Stevenson, 2020).

4. **Budget Constraints:** Budgeting is a critical aspect of event planning, but cost fluctuations in logistics, materials, and vendor services create financial challenges. Unplanned expenses due to emergency procurement or supplier price hikes can lead to budget overruns (Van Weele, 2018). Financial constraints can force event managers to compromise on quality, leading to a subpar attendee experience.

5. **Technology Integration Challenges**: Modern event management relies on technology for supply chain tracking, vendor coordination, and payment systems. However, challenges such as system compatibility issues, cybersecurity risks, and lack of technical expertise hinder seamless technology adoption (Christopher, 2016). A study by Gunasekaran et al. (2017) highlights that technology-driven supply chains improve efficiency, but adoption barriers remain prevalent in the event industry.

6. **Risk and Contingency Planning:** Event supply chains are prone to risks such as vendor cancellations, weather disruptions, and equipment failures. A lack of robust contingency planning can lead to last-minute chaos and event failures (Waters, 2011). Effective risk management strategies, including backup supplier agreements and weather forecasting tools, are essential for mitigating these risks (Coyle et al., 2016).

7. **Regulatory and Compliance Issues:** Event managers must comply with local regulations, including permits, health and safety standards, and environmental policies. Navigating these legal requirements can be time-consuming and complex. Non-compliance can result in penalties, event cancellations, or reputational damage (Mentzer et al., 2011).

8. **Human Resource and Skill Gaps:** The success of an event supply chain depends on skilled personnel managing logistics, procurement, and operations. However, a shortage of experienced professionals can lead to inefficiencies and errors (Van Weele, 2018). Training and capacity-building initiatives are essential to enhance workforce competency and improve event execution (Stevenson, 2020).

9. **Security and Safety Concerns**: Events face security threats, including theft, crowd mismanagement, and cyberattacks on digital ticketing platforms. Inadequate security planning can endanger attendees and disrupt event operations (Coyle et al., 2016). Implementing strict security protocols, such as access control and surveillance is necessary to mitigate these risks Poor crowd control, inadequate security measures, and cyber vulnerabilities pose safety risks to event attendees. Investing in strong security frameworks and emergency response strategies is essential.

10. **Environmental and Sustainability Challenges:** Sustainable event planning involves waste management, eco-friendly sourcing, and reducing carbon footprints. However, many event supply chains struggle with excessive waste production and high energy consumption (Gunasekaran et al., 2017). Adopting green supply chain practices, such as using biodegradable materials and renewable energy sources, can enhance sustainability (Chopra & Meindl, 2019).

Implications of these Challenges

1. **Event Delays and Disruptions**: Logistical failures and unreliable vendors can lead to event postponements, last-minute changes, and dissatisfied attendees. Delays negatively impact brand reputation and financial performance (Christopher, 2016).

2. **Increased Operational Costs:** Budget overruns caused by inefficiencies, emergency procurement, and poor planning increase overall event costs. Managing costs effectively through proper forecasting and supplier negotiations is crucial (Van Weele, 2018).

3. **Reputational Damage:** Supply chain failures in events can tarnish the reputation of organizers, making it difficult to secure future clients or sponsors (Kotler & Keller, 2016). Maintaining reliable vendor partnerships and contingency plans can help prevent such risks.

4. **Reduced Customer Satisfaction:** Inconsistent service delivery, substandard supplies, and delays can lead to negative feedback from clients and attendees, reducing repeat patronage (Carter & Rogers, 2008).

5. **Legal and Compliance Risks**: Failure to adhere to regulatory requirements can result in fines, legal actions, or event shutdowns (Mentzer et al., 2011). Event managers should prioritize legal compliance to avoid legal disputes.

6. **Resource Wastage:** Inefficient inventory and logistics management contribute to excess materials going unused, leading to financial and environmental costs (Gunasekaran et al., 2017). Implementing waste reduction strategies can enhance efficiency.

Supply Chain Strategies for Event Management and their Impacts on Event Success

The analysis and adoption of advanced SCM strategies could ensure seamless operations and enhances the overall success of events. Below are some supply chain strategies that could be adopted by event management leaders;

Lean Supply Chain Management in Event Management

Lean supply chain management is cantered on eliminating waste, optimizing resources, and enhancing value delivery. The concept, originally developed in the manufacturing sector, has been effectively applied in event management to enhance efficiency and cost-effectiveness. Lean SCM in event management involves demand forecasting, just-in-time (JIT) logistics, and vendor consolidation.

i. **Demand Forecasting and Resource Optimization**: Accurate demand forecasting is crucial in event management, as it helps organizers determine the necessary resources, including seating arrangements, food supplies, and promotional materials. Historical data, customer preferences, and predictive analytics are leveraged to avoid overstocking or under-supplying event essentials (Christopher, 2016).
ii. **Just-in-Time Logistics and Vendor Consolidation**: JIT logistics reduce excess inventory and ensure that resources arrive precisely when needed. For example, catering services may adopt JIT to deliver food at the appropriate time, reducing spoilage and waste (Slack et al., 2020). Vendor consolidation also enhances efficiency by reducing the number of suppliers while ensuring reliability and quality control. Events that utilize lean principles benefit from lower costs, better coordination, and improved guest experience.
iii. **Agile Supply Chain Management for Events:** Agility in the supply chain allows event managers to respond quickly to changes and uncertainties. Agile SCM is particularly beneficial in the event industry, where last-minute adjustments are common due to unforeseen circumstances (Srai & Gregory, 2008). Key aspects of an agile SCM strategy include decentralized decision-making, multi-supplier sourcing, and real-time tracking systems.
iv. **Decentralized Decision-Making and Multi-Supplier Sourcing:** Decentralized decision-making empowers local event teams to make rapid adjustments, reducing

delays in execution. Similarly, relying on multiple suppliers ensures continuity in the event of a disruption. For example, music festivals often work with multiple stage equipment providers to prevent technical failures from derailing performances (Ivanov & Dolgui, 2020).

Technology-Driven Scm in Event Management

The integration of digital technologies has revolutionized supply chain management in the event industry. Advanced technologies such as Artificial Intelligence (AI), blockchain, and cloud-based collaboration tools streamline operations and improve transparency (Christopher, 2016).

i. **AI and Machine Learning for Optimization:** AI-driven predictive analytics help forecast attendee behaviour, optimize resource allocation, and personalize event experiences. AI chatbots, for instance, enhance customer service by providing instant responses to attendee inquiries (Ivanov et al., 2019).
ii. **Cloud-Based Collaboration and Communication**: Cloud platforms facilitate real-time communication among event teams, vendors, and stakeholders, ensuring seamless coordination and reducing logistical errors. Cloud-based tools improve efficiency in multi-venue events, where teams operate from different locations (Gattorna, 2015).

Risk Management and Resilient Supply Chains

Risk management is a critical aspect of SCM in event management, as it prepares organizers for unexpected disruptions. Effective risk management involves scenario planning, supplier diversification, and contractual safeguards.

i. **Scenario Planning and Supplier Diversification:** Scenario planning helps event managers anticipate risks such as weather disruptions, supply shortages, and vendor failures. By maintaining relationships with multiple suppliers, organizers can mitigate risks associated with single-source dependencies.
i. **Insurance and Contractual Safeguards:** Event contracts should include risk-sharing agreements to protect against unforeseen cancellations and liabilities. Many large-scale events invest in comprehensive insurance coverage to minimize financial losses.

Discussion

In supply chain analysis, it is critically important for every event organizer to develop a contingency plan. Contingency plan, often referred to as "Plan B" or a break-up plan is aimed at ensuring that at events, disruptions are minimized and pre-defined measures and actions are taken to resolve issues in cases of any eventuality. A contingency plan outlines the steps that will be taken in response to unexpected happenings. A contingency plan therefore serves as a tool for continuity for any event.

In developing a contingency plan in even management, it is essential that all possible scenarios are considered. These include:

i. Transportation/logistics
ii. Venue selection/weather Related issues
iii. Catering and food supply
iv. Technology Support
v. Security
vi. Equipment

Transportation/Logistics
The contingency plan here involves having backup transportation arrangements such as arranging for backup vehicles and alternatives transporters, who can quickly be deployed in the case of any vehicular breakdown or delays. Most importantly, is the tracking of the vehicles and equipping the drivers adequately with communication devices for real time reports and also having good knowledge about the use of alternative routes to transport both guest and vendors to event venues.

Venue Selection/Weather Related issues
In selecting a venue for an event, a top consideration is the weather. Every event manager must plan against adverse weather conditions, such as sudden storms, heavy downpours and even extreme heat. The contingency plan should therefore include making provisions for tents or shelter that can protect both attendees and another device used for the event. In recent times, events have witnessed the use of large and fully air-conditioned tents, and having a standby protocol team with umbrellas to usher guest into the arena in the case of rainfall.

Catering and Food Supply
A contingency plan for catering and food supply will involve having multiple trusted suppliers. Caterers must have a network of reliable suppliers and also a backup ingredient to ensure that the menu for the events and its quality is still maintained in cases where the primary supplier fails. In addition to reliable suppliers is the provision of adequate logistics in terms of transportation of the food to the events venue. One major consideration in this segment is the use of alternative routes to avoid delays and disruptions. There must also be on-call staff that will step in to maintain seamless service in cases of some staff members being absent.

Technology Support
Every event manager should leverage technological software for the success of an event. A contingency plan to store data copies on multiple serves that are secured, can be put in place. For examples storing all information about the event in the cloud app, in case of any system or internet outages, provision of software with offline functionality and having a dedicated and well-versed technology support team.

Security
In every event, the safety of guest staff and assets is key, in cases of emergencies such as overcrowding leading to a stampede, medical emergencies such as dust triggered asthmatic attacks, provision must be made for first-aid treatment. Depending on the type of event,

security agent must be on ground to ensure safety. In recent times, events have witnessed the introduction of what is commonly referred to as "bouncers". These are able-bodied men, dressed most often in black, giving the event a sense of safety in the absence of the official security agents.

Equipment

To prevent potential equipment failures or technical issues that could disrupt and event, there must be clear and actionable strategies to address challenging issues, such that there is a strong back up of equipment to resolve any issue. This involves having spare part inventory, which are readily available at the event venue. Such backup includes having extra microphone, streaming devices for hybrid events, and also the provision of alternative power source such as uninterruptable power supply (UPS) and extra generators. This backup equipment must have equipment capabilities to mitigate the effect. In addition to the provision of backup equipment, an on-hand technical support team must also be readily available. In summary, contingency planning is not just a best practice but a necessity for effective event management.

Conclusion and Recommendations

Effective supply chain management is crucial for the success of event managers in Nigeria, ensuring the seamless coordination of logistics, vendor management, procurement, and service delivery. Given the dynamic and often unpredictable nature of the event industry, event managers must adopt agile and strategic supply chain approaches to navigate challenges such as vendor delays, fluctuating costs, and logistical disruptions. To strengthen supply chain strategies for event management in Nigeria, the following recommendations are essential:

1. **Adopt Digital Supply Chain Solutions**: Event managers should integrate technology-driven solutions such as cloud-based inventory management, real-time tracking systems, and AI-driven forecasting tools to enhance supply chain visibility and efficiency.
2. **Develop Strategic Supplier Partnerships**: Establishing long-term relationships with reliable vendors and service providers can help mitigate last-minute disruptions, negotiate better pricing, and ensure quality service delivery.
3. **Enhance Risk Management Strategies:** Implementing contingency plans, diversifying supplier networks, and maintaining flexible contracts will help event managers address uncertainties such as logistical delays, supply shortages, or economic fluctuations.
4. **Implement Sustainable Practices**: Adopting eco-friendly procurement methods, waste reduction strategies, and green logistics will not only reduce environmental impact but also appeal to clients who prioritize sustainability in event planning.
5. **Improve Demand Forecasting and Inventory Control**: Leveraging data analytics and market insights can help event managers accurately predict demand, optimize procurement schedules, and minimize wastage or shortages of essential supplies.
6. **Invest in Workforce Training:** Providing training on supply chain best practices, negotiation skills, and crisis management will equip event professionals with the

expertise needed to navigate the complexities of event logistics effectively.

7. **Leverage Local Sourcing and Supply Networks:** Utilizing local vendors and suppliers can reduce costs, shorten lead times, and support local economies, enhancing both economic and operational benefits for event management businesses.

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