



**ADDIS ABABA UNIVERSITY SCHOOL OF
COMMERCE**

Department of Logistics and Supply Chain Management

**ASSESSMENT OF EVENT LOGISTICS MANAGEMENT PRACTICES
AND CHALLENGES: IN THE CASE OF EXHIBITION CENTER AND
MARKET DEVELOPMENT ENTERPRISE**

By: YOHANNES G/MICHAEL

Advisor: MATIWOS ENSERMU (PhD)

**Thesis Submitted to the School of Graduate Studies of Addis Ababa
University School of Commerce in Partial Fulfillment of the Requirement for
the Award of Master of Arts Degree in Logistics and Supply Chain
Management**

**June, 2020
Addis Ababa, Ethiopia**

Declaration

I, the undersigned, hereby declare that this thesis entitled “Assessment of Event Logistics Management Practices and Challenges: in the case of Exhibition Center and Market Development Enterprise (ECMDE)” is my own original work and has not been presented for any degree in any other university, and that all the sources of materials used for the thesis have been duly acknowledged.

Declared by:

Name: Yohannes G/Michael

Date: June, 2020

Signature: _____

Place: Addis Ababa University Department of Logistics and Supply Chain Management

Date of Submission: June, 2020

Certificate

This is to certify that Yohannes G/Michael has carried out his thesis work entitled “Assessment of Event Logistics Management Practices and Challenges: in the case of ECMDE” under my guidance and supervision. Accordingly, I hereby assure that the study is his own original work and suitable for submission of the award of MA in Logistics and Supply Chain Management.

Matiwos Ensermu (PhD)

Advisor Signature

Date

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

This is to certify that the thesis is prepared by Yohannes G/Michael, entitled “Assessment of Event Logistics Management Practices and Challenges: in the case of ECMDE”, submitted in partial fulfillment of the requirements for the Degree of Degree Master of Arts in Logistics and Supply Chain Management, complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signed by the Examining Committee:

Matiwos Ensermu (PhD)

Advisor

Signature

Date

_____(PhD)

Internal Examiner

Signature

Date

_____(PhD)

External Examiner

Signature

Date

Chair of Department or

Signature

Date

Graduate Program Coordinator

Abstract

The objective of the study was to assess the practices and challenges of Event Logistics Management in ECMDE, Addis Ababa. Specifically, this study intended to explore and empirically test the practices and challenges of the event logistics management in three phases namely; planning phase, execution phase and closing phase. In planning phase considered supply of customer, product and facilities practices, execution phase considered event site logistics practices, and closing phase considered in shutdown practices. A systematic literature review was made to identify variables and their items to design a structured questionnaire. A total of 272 questionnaires were distributed to Organizers Company, ECMDE's employees, exhibitors, and stakeholders from these, 239 questionnaires were filled and returned with a response rate of 87.87 percent. Descriptive statistics like percent, mean and standard deviation were used to describe the practice and the challenges of event logistics management in ECMDE, Kendall's Wallis coefficient of concordant of the rank order analysis model is computed to rank the challenges affecting the event logistics in ECMDE. The result of the study is triangulated using qualitative data (collected using interview, group discussion, and observation). The result of the analysis in planning phase supply of customer practices revealed that it was moderately practiced, but supply of product, supply of facilities, in execution phase on-site (event) site logistics and closing phase shutdown practices resulted in poor practice in the organization and hence the challenges were found to be strong. The top four ranked (severe) challenges are Economic, Technological, environmental and social challenges. Finally this study recommend that while perform event logistics management during planning, execution and closing phase should upgrading the infrastructures, stakeholders should coordinate and jointly prepare appropriate logistics plan, assess the risk before execution phase, should implement standard event logistics management procedure in all phases, provide oversea exhibitors registration procedures and incentives, should be provided to maximize the efficiency and effectiveness of grand bazaar and festival the flow of equipment, good, artists and VIP to be fast, managing crowded, waste management system should be implemented, emergency procedures protocols should be provided, and additional expansion building, space and features needed to handle international and big events, in shutdown event should focus on increasing the efficiency of the staff to fast removal of equipment, temporary building and installations to provide ready for next event, improve fast exit clearness permission procedure and provide fast checking on evacuation of participants.

Key words: Event, organizers, Exhibitors, Event Logistics, practice, challenges

Acknowledgment

Prima Face, I am grateful to the God for the good health and wellbeing that were necessary to complete this thesis. Then I would like to express my sincere gratitude to my advisor Dr. Matiwos Ensermu for the continuous support for my master thesis study and research, for his patience, motivation, enthusiasm, and immense knowledge. His guidance helped me in all the time of research and writing of this thesis.

I express my deep sense of gratitude and indebtedness to my wife Tigist Abdetu for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching, and writing this thesis.

I am also thankful to my friend Yadessa Tolossa for his support and comments for doing this thesis.

I would like to thank all ECMDE staffs for their participation in the survey that supported my work in their way and helped me get results of better quality.

Last but not least, I would like to thank my family: G/Michael Benti and Kelmua Tadessa for, giving birth to me at the first place and supporting me spiritually throughout my life.

The Researcher

ABRIVATION AND ACRONYMS

AACCSA:	Addis Ababa Chamber of Commerce and Sectorial Associations
AAEC:	Addis Ababa Exhibition Center
COVID 19:	Corona Virus Disease, 2019 GC
ECCSA:	Ethiopian Chamber of Commerce and Sectorial Associations
ECMDE:	Exhibition Center and Market Development Enterprise
ELM:	Event Logistics Management
ETB:	Ethiopian Birr
FTE:	Full Time Equivalent
GBF:	Grand Bazaar and Festival
GDP:	Growth Domestic Product
IOC:	International Olympic Committee
UAE:	United Arab Emirates
UFI:	Union of International Fairs
UNIDO:	United Nation Industrial Development Organization
USD:	United State Dollar
VIP:	Very Important Person

Table of Contents

Contents	Page
Abstract.....	i
Acknowledgment.....	ii
ABRIVATION AND ACRONYMS.....	iii
Table of Contents.....	iv
List of Figure	viii
List of Table.....	ix
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	2
1.3 Research Questions	4
1.4 Objectives of the Study	4
1.5 Significance of the Study	4
1.6 Scope of the Study	5
1.7 Limitation of the Study	5
1.8 Definition of Terms.....	6
1.9 Organization of the Study	6
CHAPTER TWO.....	8
LITERATURE REVIEW	8
2.1 Theoretical Review	8
2.1.1 Definitions of Events.....	8
2.1.2 Types of Events.....	8
2.1.3 Typology of Events (Types of events in Terms of form and Content)	10
2.1.4 Characteristics of Events	12
2.2 Exhibition Center main Stakeholders	13
2.2.1 Organizers of an event	14
2.2.2 Participants (exhibitors and visitors).....	14

2.3 Event Industry Suppliers	14
2.4 Event Logistics	15
2.5 Elements of Event logistics	15
2.6 Event Logistics Management Practices	17
2.6.1 Supply of Customer Practices	17
2.6.2 Supply of the Product Practices.....	18
2.6.3 Supply of Facilities Practices	19
2.6.4 On-site Logistics Practices	19
2.6.5 Shutdown Practices	20
2.7 External Event Regulatory Bodies	20
2.8 Event Logistics Management Challenges.....	21
2.9 Empirical Literature Review	22
2.9.1 Event Logistics Management Practices.....	22
2.9.2 Event Logistics Management Challenges.....	24
2.10 Exhibition Center of the World.....	24
2.10.1 Middle East and Africa	26
2.10.2 Ethiopia Exhibition	28
2.10.3 Exhibition Venues in Ethiopia	29
2.11 Conceptual Framework of the Study.....	33
CHAPTER THREE	34
METHODOLOGY OF THE STUDY.....	34
3.1 Description of the Study Area.....	34
3.2 Research Approach	34
3.3 Research Design	35
3.4 Population and Sample.....	36
3.5 Data Sources and Types	37
3.6 Data Collection Procedures	37
3.7 Method of Data Analysis	38
3.8. Reliability and validity.....	38
3.8.1 Reliability Test.....	38
3.8.2 Validity Test.....	39

3.9 Ethical Consideration.....	40
CHAPTER FOUR	41
DATA PRESENTATION, ANALYSIS AND DISCUSSION	41
4.1 Response Rate.....	41
4.2 Frequency Analysis of the Respondents Profile	41
4.2.1 Demographical Characteristics.....	42
4.3 Response on research question one (ELM Practices in before, during and after event)	45
4.3.1 Event Logistics Management Practices in before an event (planning phase)	46
4.3.1.1 Supply of customer practices in ECMDE.....	46
4.3.1.2 Supply of product practices in ECMDE	48
4.3.1.3 Supply of Facilities practices in ECMDE.....	50
4.3.2 Event Logistics Management Practices in during an event (execution phase).....	53
4.3.2.1 Event Site Logistics Practices in ECMDE.....	53
4.3.3 Event Logistics Management Practices in after an event (closing phase).....	55
4.3.3.1 Shutdown Practices in ECMDE	55
4.3.4 Event Logistics Procedures in Three Phases (Planning, Execution and Closing)	56
4.3.4.1 Planning phase logistics producers in ECMDE.....	56
4.3.4.2 Execution phase logistics producers in ECMDE	57
4.3.4.3 Closing phase logistics producers in ECMDE.....	57
4.4 Response on Research question two	58
4.4.1 Social Challenges of Event logistics management on ECMDE.....	58
4.4.2 Technological challenges of Event Logistics Management on ECMDE	59
4.4.3 Economic Challenges of Event Logistics Management on ECMDE.....	61
4.4.4 Political and Legal challenges of Event logistics management on ECMDE.....	62
4.4.5 Environmental challenges of Event logistics management on ECMDE	63
4.4.6 Cultural challenges of Event logistics management on ECMDE.....	65
4.5 Inferential Statistics	67
4.5.1 Rank order analysis of Kendall’s Wallis Coefficient of Concordance Model.	67
4.5.2 The Statistics	68
4.6 Qualitative Analysis.....	68
4.6.1 Group Discussion with Randomly Selected Employees and Stakeholders	68

4.6.2 Observation	70
4.7 Secondary Data Analysis	70
4.7.1 Exhibition center and marketing Development Enterprise (ECMDE).....	70
4.7.2 ECMDE revenues by event categories in five years (July 2014 to June 2018).....	72
4.7.3 Data related to the five years (July 2014 – June 2018) exhibitors bid win price	74
4.8 Summary of the Chapter	75
CHAPTER FIVE	76
SUMMARY, CONCLUSION AND RECOMMENDATIONS	76
5.1 Summary of major findings	76
5.2 Conclusion	79
5.3 Recommendations	82
5.4 Future Studies	83
References	84
ANNEX	88
Annex I. Questionnaires.....	88
Annex II Interview Questions	93
Interview Questions for ECMDE staffs, organizers, and stakeholders.....	93
Annex III Group Discussion Questions	94
Annex IV Observation check list	95
Annex V. Questionnaires to develop statement of the problem	96
Annex VI Anti- Plagiarism Check Report.....	98

List of Figure

	Page
Figure 2.1. Categorization of events	10
Figure 2.2. Typologies of events.....	11
Figure 2.3. Characteristics of events.....	13
Figure 2. 4. Elements of the event logistics system.....	16
Figure 2.5: The area around Addis Ababa’s Mesquel Square with adjacent ECMDE area	30
Figure 2.6: The Millennium Hall in Addis Ababa	31
Figure 2.7. Conceptual framework of the study	33

List of Table

	Page
Table 2.1: Regional venue and exhibition space available	25
Table 2.2: National Exhibition Space availability in 2011	25
Table 2.3.Venues by size in 2011	26
Table 2.4. Countries with more than 500 sq. m of total venue space available and regional market share	26
Table 2.5.Total indoor Exhibition space (sq. m) and country ranked in Africa.....	27
Table 3.1: Number of population and sample size	37
Table 3.2: Cronbach’s alpha	39
Table 4.1: Gender of the respondents in frequency and percentage	42
Table 4.2: Age of the respondents in frequency and percentage	42
Table 4.3: Marital Status of respondents in frequency and percentage	43
Table 4.4: Educational level of the respondents in frequency and percentage	43
Table 4.5: The Professions of the Respondents in frequency and percentage	44
Table 4.6: Position of the Respondents in frequency and percentage	44
Table 4.7: working department of the respondents in frequency and percentage	45
Table 4.8: Descriptive statistics for supply of customer practices in ECMDE	46
Table 4.9: Descriptive statistics for supply of product practices in ECMDE.....	49
Table 4.10: Descriptive statistics for supply of facilities practices in ECMDE	51
Table 4.11: Descriptive statistics for Event Site Logistics practices in ECMDE.....	54
Table 4.12: Descriptive statistics for shutdown practices in ECMDE.....	55
Table 4.13: Social challenges of Event logistics management on ECMDE	58
Table 4.14: Technological challenges of Event logistics management on ECMDE	60
Table 4.15: Economic challenges of Event logistics management on ECMDE.....	61
Table 4.16: Political and Legal challenges of Event logistics management on ECMDE.....	63

Table 4.17: Environmental challenges of Event logistics management on ECMDE	64
Table 4.18: Cultural challenges of Event logistics management on ECMDE	65
Table 4.19: Kendall’s W Test	67
Table 4.20: Test Statistics	68
Table 4.21: ECMDE Venues (pavilions and outdoor area usable and total area)	72
Table 4.22: ECMDE revenues by event categories	73
Table 4.23: The last five years event organizers in ECMDE	74

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The event industry contributes one of the largest employers and high positive economic impact in the world (Theocharis, 2008). The event is natural it exists between people to people coming together to generate, exercise, apply, operate, and participate in an experience (Silvers, 2004). It is an action that gathers the target group in time and room, a meeting where a message is shared and happening is created (Eckerstein, 2002). The word event is applied for describing actions designed for different objectives. These actions can be social entertainment like music, sport, tourism, and other social activities like meeting and wedding, and can also be actions organized by big experienced organizers, a high professionals and more official (Argan, 2007).

According to Getz and Goldblatt, an event is unique characteristics; takes place in fixed time and occurred in day to day activities. The method to plan, organize, coordinate of an event is known as event management It includes the objectives for managing events, proper planning, assigned roles and responsibilities, event logistics, critical success factors, standards, and event-handling procedures.(Berridge, 2007).

According to the Council of Supply Chain Management Professionals logistics is a process of planning, implementing and controlling procedures for the efficient and effective transportation of goods, people and information and storage of goods from the point of origin to the point of destinations/ end users for the purpose of meeting customer requirements and includes inbound, outbound, internal, and external movements. Logistics management organizations are tasked with the responsibility of formulating and implementing strategies that if properly adopted will guide to achievement of a sustained competitive advantage.

Whereas most event logistics theory concerns the supply of products to the customers, event logistics (elements of logistics system) includes the efficient supply of the customer to the product, and the supply of facilities to and from the event site. Effective and efficient event logistics described by good performing of elements of event logistics are supply of customer, product, facilities, event site logistics and shutdown. Supply of customer is marketing, ticketing, queuing and transport. Supply of product is transport, accommodation and artistic needs. Supply

of facilities including are security, Power, water and contractors. Event site logistics is flow of audience, artists and equipment around the site communication, amenities, consumables, very important person (VIP) and media requirements and emergency procedures and Event shutdown is removal, clearing and contract.(Glenn,2006)

The Addis Ababa Exhibition Center and Market Development Enterprise (ECMDE) provided different events in the last 40 years. Its total area 24,000 sq m (2.4 hectares) and consists of 3 pavilions (halls) each pavilion (hall) can hold up to 90 booths and the open space has a capacity for 140 stalls/ hub- hull. The ECMDE is found in the center of Addis Ababa in Cherkos sub city. It is a venue established to entertain different programs meeting, festivals, trade fair, exhibition, cultural events, graduations, anniversary celebrations, bazaars and others. Events in ECMDE have different categories grand bazaar and festivals (events on the eve of Ethiopian New Year, Christmas and Ester), General Trade Fair (mostly organized by Ethiopia and Addis Ababa chamber of commerce) and Special Trade Fair. From three categories large number of exhibitors and visitors participated, huge transaction takes place and ECMDE 46% of revenue generated from grand bazaar and festival in the eve of Ethiopian New Year, Ethiopian Christmas and Ethiopian Ester. During these holidays the bazaar and festival events usually last for about 24 days and ends up on the eve day. It is estimated in each holiday hosts about 300-350 exhibitors, 300,000- 350,000 visitors and estimation about ETB 5 billion transaction takes place. In those grand bazaar and festival sales, music, circuses, comedies and other colorful entertainment and ceremonies held (ECMDE report, 2018).

1.2 Statement of the Problem

In competitive environment, logistics role is critical for the success of any organization by providing products and services to customers at the right time, place, suppliers and prices to achieve high level of efficiency and effectiveness that lead to success to the firm. Logistics management is the strategic issue of the firm that influences their performance management index, in terms of market share, profitability, quality customer services and overall effectiveness. Poor implementations of logistics management affect the performance of the firms and difficult to sustain in the market (Waters 2003).

This element of event logistics system can be broken down into the procuring and supply of customers, products, facilities, event site logistics and shutdown. Once on-site the logistics system concerns the flow around the site, communication and the requirements of the event. At the conclusion of the event, logistics concerns the breakdown of structures, cleaning and managing the evacuation of the site or venue (Getz, 2005)

The Addis Ababa ECMDE is a place for the past 40 years for the total area of 2.4 hectare to be a venue for grand bazaar and festival for the success of those events to arrive and departure of visitors and guests, security and safety, the movement of people , goods, equipment , ticketing are important. Due to non-availability of literature in the area in Ethiopia context it is very challenging to identify the statement of the problem so, interview was conducted with eight individual 4 from event organizer professionals (Century General Trading, Habesha Weekly Promotion and Eyhoa Addis Entertainment.), ECMDE General Manger and other 3 ECMDE's tenures staffs and observed the following problems. In the gate of ECMED during grand bazaar and festival usually observed a long queue line on average 30-40 minutes waiting time for entrance ticketing as a result a lot of visitors back to home, income of the organizers and exhibitors be reduced, the visitors can't purchase the goods and can't entertain in the ECMDE compound , the plan of rub-hall in outdoor area is not well planned and difficult to the visitors and guests to pass and visits as well as during the event an accident happened it is difficult for exit. In addition to that there is not enough and appropriate sound, light, stage equipment, venue across in the country and too in ECMDE the sound and light at night disturb the visitors. There is insecurity for participants in the compound and there is a not emergency exit mechanism. The venue compound (of the ECMDE) is very center of city but the capacity and the capability of the venue and the three pavilion are not effective and efficient as not well ventilated, high interruption of the electric system, reserved electric generator is not accommodate the program and have long service year with huge voice inconvenience for the participants and high fuel consumptions and the rest room is not enough and there is no tap water in the compound all these implies high cost for ECMDE and the organizers and poor service deliveries for customers. In addition to that the capability of event organizers in the country very poor, and as well as the government investment policies are not supportive the event industries especially in the tax system to import event equipment and materials and oversea exhibitors the customs process very slow and high time taking customs processes to import goods and materials.

1.3 Research Questions

The following are basic research questions of the study

- 1) How event logistics management is being practiced in Exhibition Center and Market Development Enterprise in Addis Ababa?
- 2) What are the major challenges of event logistics in Exhibition Center and Market Development Enterprise in Addis Ababa?

1.4 Objectives of the Study

The General Objectives of the Study

The General objective of this study is to assess the practices and challenges of event logistics management in Addis Ababa, Ethiopia.

The specific objectives of the study are:

- 1) To assess event logistics management practices in Exhibition Center and Market Development Enterprise (ECMDE), Addis Ababa
- 2) To identify the challenges of event logistics management at ECMDE , Addis Ababa

1.5 Significance of the Study

The assessment of the practices and challenges of Event Logistics Management (ELM) in Exhibition Center and Market Development Enterprise, Addis Ababa helps to give insight to manage events in the Addis Ababa. It shows the practices that takes place in ECMDE and also the challenges. Event logistics management is a broad area study for the success of any events in business, humanitarian and government organizations. It is the day today activities it in involved in social life, tourisms, economic development as well as political goals. Logistics management is very critical components to deliver information, materials, and peoples in the right time, place, quality and quality to the accomplishment of the goal of the entity.

Addis Ababa is an official diplomatic capital city of Africa and the fourth largest diplomatic center in the world so a lot of meetings, conformance and symposium will conduct as well as cultural and religion events. According to World Bank group (2018) Ethiopia country profile the GDP growth between 8%-10% on the past decade. The demand of event and event logistics will

be increased so, all organizers, ECMDE employees, exhibitors, visitors and stakeholders will benefit from this research and provides the necessary information for all to organize effective and efficient events.

Besides, the findings from this study can provide inputs for further research works. The study also contributes to the event logistics management discipline by adding literature and findings to improvement of other similar researches

1.6 Scope of the Study

The scope of the study on Addis Ababa (capital city of Ethiopia) at Exhibition Center and Market Development Enterprise (ECMDE) which comprises of 24,000 sq m area venue in three Grand Bazaar and Festival (GBF) on Ethiopia New Year, Christmas and Ester in three phases planning phase(before event),Execution phase(during event) and closing phase(after event. The focus of the thesis area was on practices and challenges of event logistics management. The study addressed the practices and challenges of events logistics on three GBF that happened on Ethiopian major holidays in Ethiopian New year, Christmas and Ethiopian Esters in ECMDE, Addis Ababa. The research assessed the practices, challenges and impacts of the elements of event logistics in terms of supply of customers, supply of the products, supply of facilities, event site logistics and shutdown practices for the success of the whole events and addressed the social, economic, technological, environmental, political and legal and cultural challenges

1.7 Limitation of the Study

Limitation of the Study Firstly, the study only focuses on one venue i.e. Addis Ababa Exhibition Center and Market Development Enterprise its Grand Bazaar and Festival (GBF) held on three big holidays in Ethiopian New Year, Christmas and Ester. Secondly, the research area is new discipline compare with other social science and not found enough literature in Ethiopia context as a result it makes difficult to get data and the research. Third, time constraints and material resources challenges and current world epidemic COVID 19 that limit the depth of coverage of the research work.

1.8 Definition of Terms

Events: are essentially happenings constructed to bring together people for a definite period of time to achieve an identified purpose (Getz 2007).

Logistics: is the process of planning, implementing and controlling the efficient, effective flow and storage of goods, services and related information from point of origin to point of consumption for the purpose of conform the customer requirement (Council of logistics management,1991).

Event logistics: is the science of planning, controlling, and managing the transfer, storage, and other tangible and intangible operations performed in the process of event planning and management (Kejetil, 2011).

Festival: An organized set of special events on a specific cultural manmade theme taking place on a specific day or period normally on a specific place gathering people in mutual and direct contact to the festival theme (Thompson, 2001).

Operational Definition

Grand Bazaar and Festival (GBF): Bazaar and festivals that takes place in ECMDE in three big Ethiopian holidays New Year, Christmas and Easter.

Organizers/ private: Organization that organized Grand Bazaar and Festival in ECMDE. They are Century General Trading, Shakayna General Trading, Habesha Weekly Promotion and Eyoha Addis Entertainment

1.9 Organization of the Study

The paper is organized in to five chapters. The first chapter covers an introduction of the overall study, consisting of background of the study, statement of the problem, basic research questions, and objectives of the study, significance of the study, scope of the study, limitation of the study and definition of the terms. The second chapter focuses on review of related literature in which earlier studies on the area are highlighted and presented; it describes the basic and relevant literatures related to event logistics management practices and challenges that are done previously by other researchers. The third chapter presents the design of the research and the methodologies uses. In this chapter source of data, sampling technique, instrument of data collection, methods of data analysis, and ethical research considerations. The fourth chapter devotes to data presentation, analysis and interpretation in which the collected primary and

secondary data were analyze and organize in a manner that meets the objectives of the study. The last chapter deals with summary of the research findings, the conclusion as well as recommendations of the research based on the findings.

CHAPTER TWO

LITERATURE REVIEW

The literature of the study covers an explanation about the basic concepts which provide definition for event, event logistics management, the impact and purpose of the logistics for all industries and factor affecting the logistics. Also it includes the component of events, typology of events, bazaars and festivals. The theoretical and empirical literature is presented and also conceptual frame work of the study included in this chapter. Although, in the review of empirical studies, compare with other social science it is a young discipline so, it was difficult to get many literature that are matched with the title of the study and also difficult to found in Ethiopia context a research or literature related to event logistics management, the basic findings from some related studies are included.

2.1 Theoretical Review

2.1.1 Definitions of Events

The event management literature provides different detailed and tailored definition. Getz (2005) suggests that events have two key characters each is unique, and they are temporary. This definition, emphasizing that each event is different and has a start, middle and end, resonates with several other similar approaches. The temporary nature of an event is emphasized by Silvers (2008), who suggests that an event is ‘The gathering of people at a specified time and place for the purpose of celebration, commemoration, communication, education, reunion and/or leisure.’ Once this purpose has ended then so has the event. The characteristic of uniqueness of every event has led Yeoman (2006) to suggest that there is no ‘one size fits all’ events management approach. This implies that in terms of communication, marketing, organizer, the venue, budget, visitors, exhibitors and public relations the nature of each event will shape the appropriate options available to the event manager.

2.1.2 Types of Events

Events given the huge number, and wide variety, of events organized each year it is helpful to identify shared characteristics across events so that they can be codified within typologies. Most textbooks suggest that we can identify different approaches to constructing an event typology by

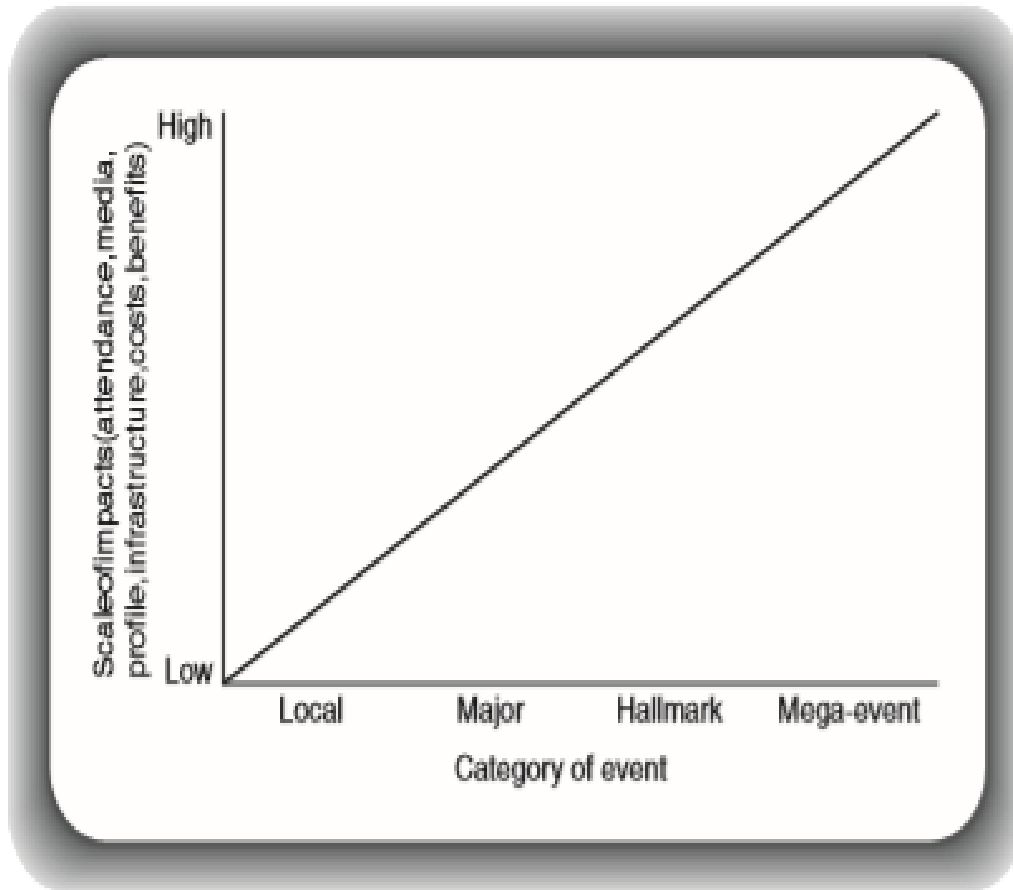
size, the form and content, goal and field of performance of the event. Glenn (2006) suggests that in terms of size we can identify four different types of events.

Types of events in terms of Size

Events are often characterized according to their size and scale. Common categories are local/community events, major events, hallmark events and mega-events from small size and scale to large size and scale respectively.

- 1) **Local or community event:** generally small in size and linked to a particular geography. It brings thousands of people to a very small village to achieve the common objectives. This is a many featured events, as it brings together the local community, attracts tourists and effectively launches a product each year.
- 2) **Major events:** these are capable of attracting significant numbers of visitors and media coverage, offering potentially positive economic benefits. Typically, this could be a sporting event such as American football's Super Bowl held in a different city every January.
- 3) **Hallmark events:** they need not automatically be bigger than major events, but they are synonymous with a particular place, such as the Frankfurt Book Fair in Germany.
- 4) **Mega-events:** these symbolic events are global; a lot of budget involved, can influence the host country's economy, a great source of tourism, a big size of participant involved, good infrastructure important, and its impact is very broad. Mega-events describe as in general relation to size and the level of public financial support. They tend to be either sporting or tourist in nature, such as the FIFA World Cup, International Olympic Committee (IOC), and the World Expo.

The above four type of events categorized according to size and impact. This illustrated in figure 1 below.



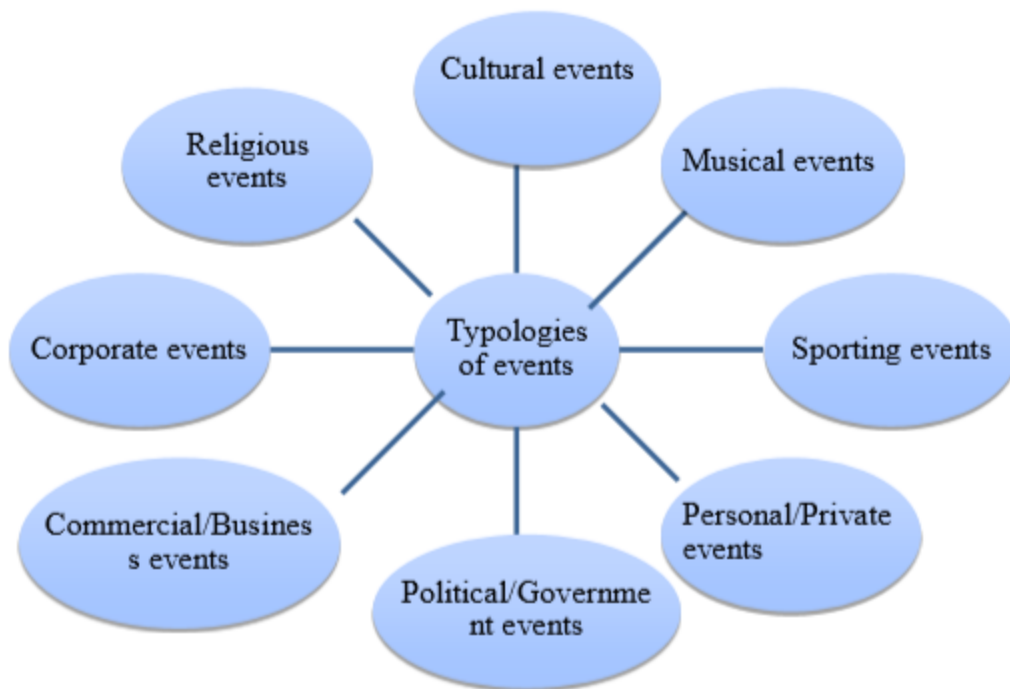
(Source: Glen, 2006)

Figure 2.1. Categorization of events

The above figure shows that categories of events Local, Major, Hallmark and Mega-Event. This category was from simple to complex category of event. Local events low on number of attendance, media, profile, infrastructure, costs and benefits of events but Mega-Event high number of attendance, media, profile, infrastructure, costs and benefits.

2.1.3 Typology of Events (Types of events in Terms of form and Content)

Events have different categories based on the event's purposes and functions (form and content); it can be put into different categories according to (Raj, 2009) such as religious events, cultural events, musical events, etc. The following figure lists eight different typologies of events.



(Source: Raj, 2009)

Figure 2.2. Typologies of events

The Above figure implies that typologies of events it divided in terms of the purposes and functions: cultural events, musical events, sporting events, personal/private events, political/government events, commercial events, corporate events and religious events.

Types of event in terms of goal

According to Shone, A. & Parry, B. (2004) events categories in four categories interims of their goal: private celebrations (example, wedding, birthday and anniversaries), sport, recreational and entertaining events, cultural events (example, artistic, religious, ethnographic) and organizational events (example, fairs, exhibitions, conferences, congresses, symposium, seminars, charity and promotional events).

Types of events in terms of fields of performance

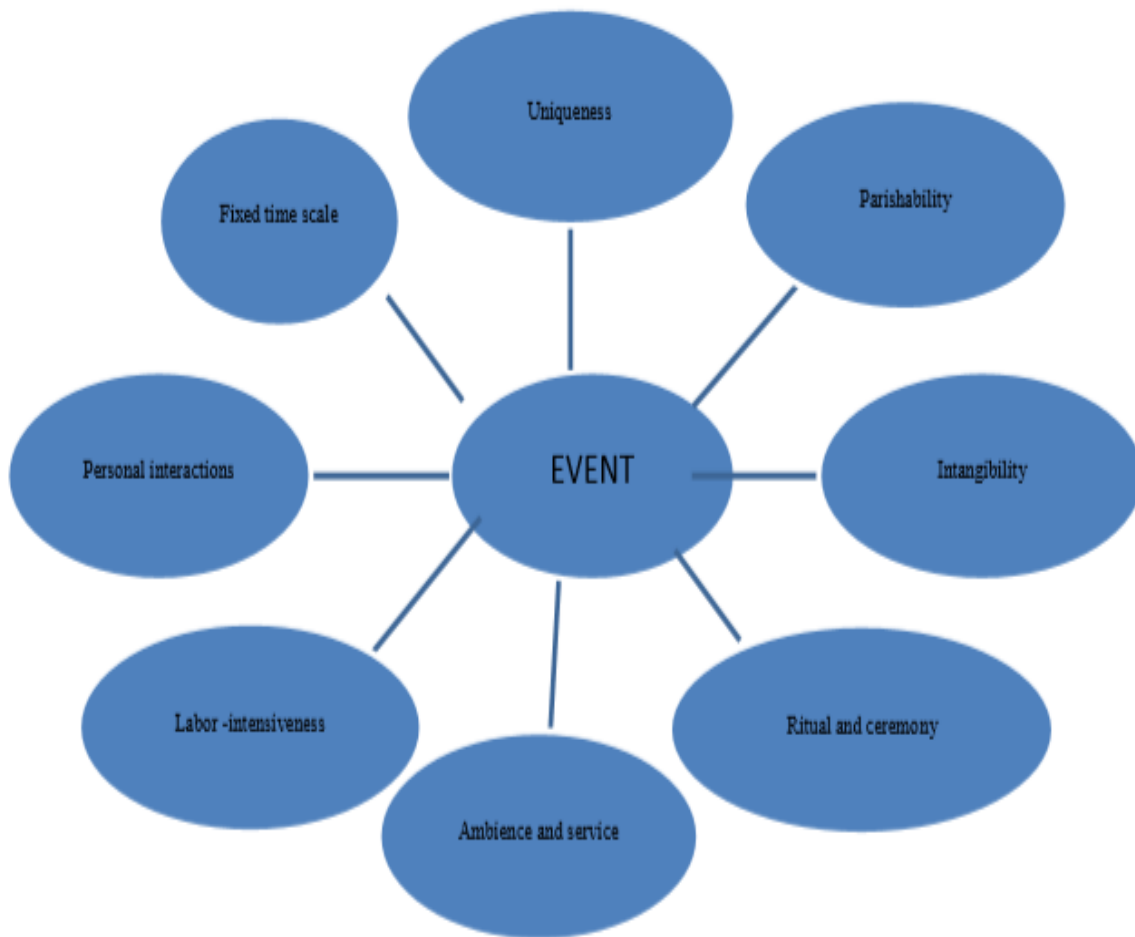
According to Getz, 2007 categorized division of events according to the fields of performance in several type artistic, businesses, sports, religious, scientific, professional, political, historical, ethnographic, entertaining, and tourist promotional. Based on the above findings, observed event

is a multi-functional that promotes and supports many aspects of the classification purpose and characteristics of events.

Different typologies of events have been established worldwide depending on purposes of events. Events have been part of any nation's cultures and traditions. As a matter of fact, organizing good events is beneficial to host country in terms of economic, social and political. More specifically, it promotes the host country's tourism and economic development. ECMDE's Grand Bazaar and Festival(GMF) in Ethiopian New Year, Christmas, Ester is a source of tourism, contribute the building of image of the city and the country and it is a source of income to the hotel, transport, government, participants (exhibitors and visitors),organizers and other sector as well as an entertainment of the citizens etc. Furthermore, to the local people, they can learn more about their own identity in depth as well as boost up their sense of pride (Raj, 2009).

2.1.4 Characteristics of Events

An event plays an important economic, social and cultural role in daily in human activities. Due to that, it is important that key characteristics of events be examined thoroughly. Events are said to have some following characteristics uniqueness, perishability, intangibility, ritual & ceremony, ambience & service, labor-intensiveness, personal interaction, and fix time scales, last but not least (Shone & Parry. 2004).



(Source: Modified from Shone & Parry, 2004)

Figure 2.3. Characteristics of events

The above figure shows that the characteristics of event. Event is unique in nature, fixed time scale, perishable, personal interaction, intangibility, labor-intensive, ritual and ceremony and ambience and service.

2.2 Exhibition Center main Stakeholders

ECMDE is faced with a broad range of stakeholders. There are different major categories including organizers and participants, participants can further be split into exhibitors and visitors of events (grand bazaar and festival). (Source: <https://www.unido.org>)

2.2.1 Organizers of an event

Organizers doing based on mandate, permission or concurrence of the local or national government and are bound to the local rules governing exhibition activities. The main activities of an organizer would broadly refer to the following elements: conducting market research on the targeted industry sectors (i.e. potential exhibitors and buyers), creating a marketing concept for the event, including the promotion of the show's organization, name, date, venue, promotion channels (online and offline), budget, service partners, sales activities, etc., elaborating a task list with a time scheme including a monitoring system to ensure that all activities are done at the right time; training and preparing the staff and determining responsibilities amongst team members and logistics and post-event follow up. (Source: <https://www.unido.org>)

The main category of different organizers includes political actors, industrial associations (Ethiopian and Addis Ababa Chamber of commerce) and private investors (Private organizers in Ethiopia case like Century General Trading, Habesha Weekly Promotion and Eyhoa Addis Entertainment).

2.2.2 Participants (exhibitors and visitors)

Depends up on types of events the participants of trade fairs and other events might be manufacturers, traders, agents, suppliers of industrial inputs, suppliers of components and accessories, suppliers of services, research and training institutes, professional associations, trade promotion organizations, technical cooperation agencies, institutions, press and other media (Source: <https://www.unido.org>).

Participants (exhibitors and visitors) are major stakeholders in events (like bazaar, trade fair and show). There is an important difference between exhibitors and visitors. Throughout trade shows, business contracts are not only made between the exhibitors and visitors but also between the exhibitors. Business between exhibitors is even quite common, especially if they are located and operating in different tiers of the production process (Source: <https://www.unido.org>).

2.3 Event Industry Suppliers

The development of a large and complex industry has directed to the creation of a wide range of specialist suppliers. These suppliers can work in direct event related areas, such as staging, sound

system, lighting; audiovisual production, entertainment and catering, or they may work in associated areas, such as transport, communications, security, legal services and accounting services. This network of suppliers is an integral part of the industry, and their increasing specialization and expertise assist the production of professional and high-caliber events (Glenn, 2006).

2.4 Event Logistics

Logistics has been defined in many different ways. Donald Getz has defined, “The basic idea of logistics is to move people, goods and equipment (even money and tickets) to the right place at the right time.” (Getz, 2007). While Shone and Perry have defined logistics as “the discipline of planning and organizing the flow of goods, equipment, information and people to their point of destination” (Shone & Parry, 2004).

From a general perspective, event logistics includes the planning, execution, coordination and control of the flow of goods, people and information from sources to end users (Kimmeskamp 2009). In details, it regards the physical and information flows during the three phases of events are before the event, during even and after the event/ shutdown (Kimmeskamp 2009).

In event industry, there are various logistical activities such as ticketing and enquiries. Other activities can also be named such as arrival and departure of visitors and guest, the movement of people, goods, equipment, etc. (Shone & Parry, 2004).

2.5 Elements of Event logistics

The various elements of event logistics can be organized into a system, illustrated in Figure 2.4. This system is used to organize the logistic elements of an event.

Most logistics theory focus or concerns the supply of products to the customers but event logistics includes the efficient supply of the customer to the product, and the supply of facilities to and from the event site. In this sense, event logistics has more related with military logistics than modern business logistics. Business logistics is an on-going activity and is part of the continual management of a company. Military and event logistics frequently concern a specific project or campaign rather than the continuing management. There is a definite preparation, lead up, execution and shutdown in other words before event, during event and after event.

2.6 Event Logistics Management Practices

The areas of significance to event logistics can be categorized as supply is this is divided into the three areas of supply of customer, supply of product, and supply of facilities. Supply also comprises the procurement of the goods and services. Transport is the transport of these goods and services from organ to destination can be a major cost to an event and requires special attention. Linking logistics is part of the overall planning of an event and is linked to all other areas. With large mega events and multi-venue events, the logistics becomes so complex and need experienced professionals that an operations or event logistics manager is often appointed. Flow control this refers to the flow of products, services and customers during the event. An information network is the efficient flow of information during the event is generally a result of efficient planning of the information network. This concept is extended in the section about on-site logistics (Glenn, 2006).

2.6.1 Supply of Customer Practices

The customers of the event are those who pay for it and a source of income for organizers and other stakeholders. The customers can be the audience (concerts and festivals), spectators (sport), visitors (exhibitions), delegates (conferences) and the sponsors or the client (corporate events). The customers have expectations that have to be met for a successful outcome. In addition, there are legal requirements to confirm that events are accessible to people with disabilities. Supply of customer includes marketing, ticketing, queuing and transport (Glenn, 2006).

The supply of customers in to the venue is ultimately the responsibility of marketing activities. The customer numbers, geographical spread and expectations of the customers will affect the logistics planning. The targeting of specialist markets or widespread publicity of an event will require a logistics plan with very different priorities (Glenn, 2006).

Ticketing is important to events whose primary income is from the entrance fee. Most corporate events, including office parties and product launches, and many public events are free. Ticketing should manage properly otherwise it is a means for a long queue at the get. Queuing often the first experience a customer has at an event is the queue for tickets or parking. Once inside the event, customers may be confronted with queues for food, toilets and seating (Glenn, 2006).

Customer transport to a site is often the first physical commitment by the audience to an event. The method and timing of arrival public or private transport is important to the overall logistics plan. The terms used by event managers are dump, when the audience arrives almost at once, and trickle, when they come and go over a larger period of time. Each of these needs a different logistics strategy. This first impression of the event by the audience can influence all subsequent experiences at the event. For this reason, it is the most visible side of logistics for customers (Glenn, 2006). Comment on the importance of spectator arrivals and departures at sport events. They stress that arrival and departure is a part of the event hospitality experience. The first and last impression of an event will be the parking facility and the traffic control within and surround the event compound (Graham, Neirotti and Goldblatt, 2001).

2.6.2 Supply of the Product Practices

Any event can be seen as the presentation of a product. Most events have a variety of products and service a product portfolio all of which go to create the event experience for the customer. The individual logistic requirements of the various products need to be integrated into a logistics plan and for small conference the product may be a speaker and video material (Glenn, 2006). Ethiopian a grand bazaar and festival the product portfolio may include over 350 performing groups coming from around Addis Ababa and from overseas. (ECMDE Report, 2018)

The product portfolio includes products coming from overseas; the logistics problems can include issues such as transport, taxes and customs clearance. It also transport goods and such things as site map, rehearsal times, accommodation, dressing room location, equipment storage and transport out can be included in the artist's event or festival kit. Artists' needs on-site a range of artists' needs must be catered for, including transport on-site, storage and movement of equipment, stage and back stage facilities, access, food and drink (often contained in the rider), sound and lights. As with accommodation, an efficient event logistics manager will anticipate the on-site needs of the artists. Often this can only be learned from experience. The manager needs to be sensitive to requirements that are culturally based such as food, dressing rooms (separate) and appropriate staff to assist the performer (Glenn, 2006).

2.6.3 Supply of Facilities Practices

Any event is not takes place in vacuum it needs facility, supply of facilities are the key for events without the facility we cannot organized an event. The supply of the infrastructure to an event site introduces many of the concepts of business logistics. The storage of consumables (food and drink) and equipment, and the maintenance of equipment become particularly significant. For a small event taking place over an evening, or conferences and exhibitions in permanent venues, most of the facilities will be supplied by the venue. The catering, toilets and power, water and security are important facilities for any events for efficient and effective of logistics (Glenn, 2006).

2.6.4 On-site Logistics Practices

Logistic considerations during the event become more complex and dynamic with the size of the event. The flow of materials and people around the site and communication networks become the most important areas of logistics. On- site logistics includes flow of with larger festivals and events, the movement of audience, volunteers, artists and equipment can take a larger part of the time and effort of the logistics manager than the lead-up to the event. Communication very important for event logistics for the staff at a small event can be via the mobile phone or the loud- hailer of the event manager. With the complexity of larger events, however, the logistics plan must contain an on-site communications plan. Amenities and solid waste management for large festivals, events and exhibitions, the layout of the amenities is always included in the logistics site map. This includes traffic arrangements, parking management, VIP gates, waste management, and drainage considerations for the site, safety and noise control. Consumables are food and beverage the logistics aspects of food and beverage on a large multi-venue site primarily concern its storage and distribution. The needs of the food stalls including transport, gas, electricity and plumbing are then sent on to the logistics manager. In particular the sale of alcoholic beverages can present the logistics manager with specific security issues (Glenn, 2006).

The VIP requirements can include special security arrangements. Once again it is a matter of weighing up the benefits of having VIPs with the amount of extra resources that are needed. This, however, is not the logistic manager's area of concern; the event manager or event committee should deal with it. Once the VIPs have been invited their needs have to take precedence over the publics. Emergency procedures at an event can range from staff qualified in

first aid, the location of first aid should be indicated on the site map and all the event staff should be aware of this. The number of first-aiders, medical and ambulance provision will depend on the nature and size of the event. Large events require an emergency access road that has to be kept clear. These issues are so important in developed countries a local council will immediately close down an event that does not comply with their regulations that concern emergencies procedure (Glenn, 2006).

2.6.5 Shutdown Practices

The amount of time and effort spent on the shutdown of an event are indirect proportion to the size of the event and its uniqueness. Repeated events have their shutdown schedule refined over many years it can run quickly and smoothly. The logistics of small event may only have sweep the floor and turn off the light. Most difficulties arise in inaugural events, large events and multi-venue events. In these cases, logistics can be as important after the event as at any other time, and the need for planning most apparent. The management of event shutdown involves many elements. In project management terminology, this is called the asset handover and project closure. In event management, the most forgotten part is the closure of the project. The tools of project management can be used to manage the shutdown process. The shutdown plan should include a work breakdown structure, a task/responsibility list and a schedule with a critical path, and be subject to risk analysis. It forms part of the overall event project plan. The site may look empty after the event, but the experienced event logistics manager and event manager know that the work has only just begun. The equipment needs to be collected, repaired and stored, or immediately returned to its owners. As the site is being shut down, it may also be prepared for the next event. This is a consideration for all the other resources. The equipment may be packed away so it can be easily found and used for the next event. Shutdown thus has a further element of preparation for the next event. Extensive site clean-up is also often required in shutdown practices (Glenn, 2006)

2.7 External Event Regulatory Bodies

Currently, events take place in an increasingly regulated and complex environment. A series of local government and legal bodies are responsible for supervising the conduct and safe staging of events, and these bodies have an integral relationship with the industry. Councils often oversee the application of laws governing the preparation and sale of food, street closures, waste

management and removal. In addition, event's organizers have a legal responsibility to provide a safe workplace and to obey all laws and statutes relating to employment, contracts, taxation and so on. The professional event manager (event organizers) needs to be familiar with the regulations governing events and to maintain contact with the public authorities that have a vested interest in the industry (Glenn, 2006). In Ethiopia case to organized events should get permission and license from Ministry of Trade.

2.8 Event Logistics Management Challenges

Challenges of event management arise on each of the three phases of an event lifecycle which include planning, execution, and closing. In planning phase the major challenge is the budget it affects the type of venue and all other inputs. Technology changes also a challenges of event logistics because it difficult to cope up with the budget and the compatibility of the event new technology equipment (for instance light and sound system) with the existing venue capacity. Rising of costs during planning phase is another challenge for the event to provide quality materials and inputs. Increased and/or stricter legal regulations also it is very challenging for events these regulations are green logistics and accessibility of venue to all members of the society including those with the disabilities (<https://www.gevme.com>).

The social and cultural impacts also it the challenges of event logistics it difficult to know and full fill with capacity of visitors demand of products, entertainments and types of foods. The movement of visitors to venue, products form oversea in tax and customs issues is the challenge for event logistics management. Another challenges for event logistics managers because one event with another event unique in the venue, budget, visitors and exhibitors (Goldblatt, 2006).

In the execution phase managing the safety and security issue are another challenging for event logistics because a long queuing for ticketing a large number of visitors entertain , and also it is sensitive area for terrorist attacks and other causes related to fire and electricity accidents. To develop appropriate stages and other logistics professional get also a challenge for event logistics to provide effective and efficient service for visitors (Getz, 2007).

The economic, social, political challenges affect the events. The time management also it is challenging for event logistics to provide effective and efficient flow of visitors, artists,

exhibitors and guests. Transport of people and goods to venue and the parking arrangement also it is a challenge because sometimes difficult to accommodate the existing traffic (Kjetil, 2011).

2.9 Empirical Literature Review

2.9.1 Event Logistics Management Practices

According to United Nation Industrial Development Organization, UNIDO (2019) it is estimated that, at the global level, approximately 31,000 exhibitions are organized each year, attracting over 260 million visitors and featuring 4.4 million exhibiting companies. Exhibitors and visitors combined spend an aggregate USD 109 billion every year on exhibitions, making exhibitions a significant global industry. The industry directly generates 680,000 FTE (full time equivalent) jobs. When adding the impact on other 'tourism related' activities, such as transport, accommodation, logistics, transportation, the number of generated jobs is estimated to rise to 1.8 million

According to Kimmeskamp (2009) from a general perspective, exhibition logistics includes the planning, implementation, coordination and control of the flow of goods, people and information to and from exhibitions venue

According to Der Wegan Lynn (2001) indicated that direct and indirect benefits might arise due to the increased number of visitors who spend locally when attracted to an area both at the event and in the surrounding region. In addition to the direct spending at the event, tourists are likely to spend money on transportation, accommodation and restaurants in the host region.

According to Natalic Kushcheve (2013) a book of developing best practices in event management Mikkeli University of applied sciences an important element of comfort is the logistics of visiting the event as a whole (shipping and shuttling members, regulation of flows at crowded events, large enough space, distribution of free items at the entrance, etc.)

According to Natalic Kushcheve (2013) a book of Developing best practices in event management Mikkeli University of applied sciences the main purpose of the festival is to create a friendly, creative atmosphere for young people, guests, and local citizens, and give them a chance to demonstrate their talent and get positive feedback from participating in festival events.

According to David (2019) in the journals title of sport logistics research based on the three sport event types of local/regional sport events, major sport events and mega sport events, the David propose four sports logistics management pillars that are central to the proposed Sport Logistics Framework they are venue logistics management, sports equipment logistics management, athletes logistics management, and fan and spectators logistics management.

According to Moray Council (2007) on the journal of event waste management in Scotland: Uk on the cite www.waste@moray.gov.uk All events produce waste, litter and trash both on the venue compound and its surrounding environments.

According to Facevents (2012) events attracts food vendors, exhibitors and other to wish to attract visitors' spending on the events. Waste generated at events site and venue surrounding have negatively impact on the events as well as the environment. The wastes generated are visible which cause the venue and host environment to be unsightly, unattractive have offensive odor and in extreme cases cause health problems.

According to Turu, J. (2006) on the book title Management of Events Operation 2nd ed. there are different criteria to select the venue and to compare one venue to another. Those criteria are availability, accessibility of location for customers, suppliers (exhibitors) and emergency agencies (like fire brigade) and all staff members, suitability for a safe flow of consumers and visitors within the site, customer services, participants and visitors, cost of hire and supplementary costs of making the site appropriate for the event, appropriateness (suitability), atmosphere, attractiveness and image of the venue for the event and for the client, capacity of the location, spatial considerations and likely obstructions, and versatility, safety and security issues, parking facilities, on-site services available, or the cost of bringing those to the site, facilities available, personnel on the site and professionalism of the venue management, impacts on the environment such impacts would include noise pollution, turf replacement, and the cost of returning the site to its previous condition, storage considerations, suitability for those with special needs hygiene and cleanliness standards, legal considerations and possible constraints on the event, high visibility to attract customers, crowd management and control issues and technical facilities.

2.9.2 Event Logistics Management Challenges

According to Professor Samuel, B (2017), in a journal “ A study of Events Organized by hospitality industries in Accra, Ghana” a logistics challenges are receive a) poor communication from their clients with regards to the timing, types and number of guests, time to arrival and departure b) the menu and c) poor internet connection.

According to Kimmeskamp (2009) on the worked paper in the title of an International Survey on Strategic Challenges in Exhibition Logistics performs a survey on the challenges in exhibition logistics faced by exhibition freight forwarders. The most important challenges of the exhibition freight forwarders’ business are a) the internationality and different requirements of clients (exhibitor vs. organizer) b) the huge variety of services and c) the variety of goods to handle.

According to Kimmeskamp (2009) on the worked paper in the title of an International Survey on Strategic Challenges in Exhibition Logistics venue in logistics management journals in order to stage mega-events, there are immense logistics challenges that focus on planning, managing and executing the receipt, tracking, storage, transportation, distribution, installation and recovery of all equipment and materials.

2.10 Exhibition Center of the World

According to world map of exhibition venue, 2007 (Available online: https://www.ufi.org/wp-content/uploads/2018/06/UFI_World_Map_of_Venues_2017_revJune18.pdf) the availability of exhibition space in the world grow each year on the average of 1.2 % between the 2011 to 2017 period and not only the exhibition spaces, the number of venues also increased. Currently, it is estimated that, globally, there are currently 1,212 exhibition venues with a minimum of 5,000 sq. m of gross exhibition space. Additional venue space has become available in almost all direction and regions of the world and extensive venue investments and upgrades have taken place to increase venue number and capacities. Total indoor exhibition spaces in these venues grow by 2.3 million sq m between 2011 and 2017, reaching 34.6 million sq m. The majority of this increase resulted from increasing the capacity of existing venues as opposed to the construction of entirely new venues. 17 new venues were constructed between 2011 and 2017.¹⁴ Concerning regional distribution, Table below shows the European continent’s high ranking in terms of the

number of venues as well as the total indoor exhibition space. European countries found the total number of exhibition venues is 40.9% and space available is 45% in the world.

Table2.1: Regional venue and exhibition space available

Region	Exhibition Venues		Indoor Exhibition Space	
	No. venues	Of Share of total in %	Indore Exhibition Space in million sq. m	Share of total in %
Europe	496	41%	15,6	48%
North America	389	33%	7,9	24%
Asia/Pacific	184	15%	6,6	20%
Central/South America	70	6%	1,3	4%
Middle East	33	3%	0,8	2%
Africa	25	2%	9,5	2%

(Source: UFI World Map, 2011)

Table number 2.2 shows the fact that the leading 15 countries contains 80% of the total global indoor exhibition space and those 15 countries also account for the lion's share of the total grow of indoor exhibition space between 2011 and 2017.

Table 2.2: National Exhibition Space availability in 2011

#	Country	Total in sq. m	Shared in world total in %
1	USA	6.712.342 21	21
2	China	4.755.102 15	15
3	Germany	3.377.821 10	10
4	Italy	2.227.304 7	7
5	France	2.094.554 6	6
6	Spain	1,548,057	5
7	The Netherlands	960,530	3
8	Brazil	701,882	2
9	United Kingdom	701,857	2
10	Canada	684,175	2
11	Russia	566.777	2
12	Switzerland	500,570	2
13	Belgium	448,265	1
14	Turkey	433,904	1
15	Mexico	431,761	1

(Source: UFI World Map, 2011)

Generally, between year 2011 and 2017, the indoor exhibition space grew most in the Asia Pacific Region (+38%), Middle East & Africa (+16%), Europe (+7%), Central & South America

(+7%) and North America (+5%) respectively. There was a decline of 6% in total indoor exhibition space in the African region. The reason increased the exhibition space in the Asia-Pacific region is due to very huge investment occurred in china. Between 2011 and 2017, China showed a 21% increase and reaching a total of exhibition space is 5,753,724 sq m.

Totally, there are 61 venues space larger than 100,000 sqm, of which 37 venues are located in Europe followed by 16 in the Asia/Pacific region (refer to table 2.3)

Table2.3.Venues by size in 2011

	Europe	North America	Asia/Pacific	Central/South America	Middle East	Africa
> 100,000	36	6	12	-	1	-
50,000 to 99,999	37	26	28	5	3	1
20,000 to 49,999	119	65	70	17	10	9
5,000 to 19,999	304	292	74	48	19	15

(Source: UFI world Map, 2011)

2.10.1 Middle East and Africa

According to UFI, 2011 recorded in the Middle East Region and Africa are evaluated together in the records there are 59 venues, 31 of which were between 5,000 and 19,999 sq m (refer to Table 2.3). According to this statistics, the total exhibition rentable space in South Africa ranked first in the Middle East and Africa region, with a total exhibitions space is 229,504 sq m (refer to Table 2.4). South Africa's indoor exhibition space represents almost 29% of the total African indoor exhibition rentable space and UAE is the second indoor exhibition space holders at 213,700 sq. m. Table 2.5 ranks African countries according to their availability of indoor exhibition space.

Table 2.4. Countries with more than 500 sq. m of total venue space available and regional market share

Number	Country	Total Venue Space	Regional Market Share
1	South Africa	229,504	16.30% * not Mach the average
2	UAE	215,491	15.30
3	Iran	196,334	13.90%
4	Qatar	78,800	5.60%
5	Syria	76,500	5.40%
6	Iraq	59,917	4.30%
7	Saudi Arabia	51,500	3.70%
8	Algeria	500	3.60%

(Source: The Exhibition industry in the Middle East and Africa, 2011-2012)

According to the study undertaken by the Exhibition Industry in the Middle East and Africa 2011-2012 published report by UFI, 2013 identified 55 purpose-built exhibition venues in 40 capitals cities and major cities in 25 African nations. South Africa is a leader with 15 venues in 6 different cities representing by 27% of the total number of African venues included in this report. The high number of venues in South Africa is exceptional on a continent where many other countries have no exhibition venues at all. At the northern of the Africa countries like Tunisia contains an outstanding exhibition capacity with seven purpose-built venues in five different cities and a number of smaller venues. Morocco has three venues. Algeria, Egypt, Ethiopia (Exhibition Center and Marketing Development and Millennium Hall), Kenya, Nigeria, Namibia, Zambia and Zimbabwe each have 2 venues and there is one venue in each of the following countries: Angola, Botswana, Burkina Faso, Ghana, Libya, Madagascar, Malawi, Mozambique, Senegal, Sudan, Swaziland, Togo and Uganda. The documented gross indoor exhibition rentable space in these 25 countries is 737,968 sq. m. Outdoor space is 535,306 sq. m, and total rentable exhibition space is 1,273,274 sq. m. The Johannesburg Expo Center is the largest venue in Africa in terms of gross indoor exhibition rentable space with 52,000 sq. m. It is followed by the Algiers' Palais des Expositions with 50,000 sq. m, and then LE KRAM/The International Tunisian Fairs Company Fairground and the Tshwane Events Center in Pretoria with 40,000 sq. m, respectively (refer to Table 2.5).

Table 2.5. Total indoor Exhibition space (sq. m) and country ranked in Africa

Africa Countries	In door Exhibition Space
South Africa	213,700
Tunisia	83,000
Algeria	56,300
Nigeria	51,000
Tanzania	36,300
Morocco	31,000
Senegal	27,000
Zimbabwe	26,700
Togo	24,000
Mozambique	20,668
Angola	20,600
Libya	19,600
Ghana	18,000
Malawi	18,000
Zambia	16,700
Sudan	13,200
Madagascar	11,000

Namibia	10,000
Ethiopia	4,200
Kenya	1,400

(Source: The Exhibition Industry in the Middle East and Africa, 2011-2012)

2.10.2 Ethiopia Exhibition

According to eventseye.com in capital city of Addis Ababa the events (trade shows and other festivals) have been organized in the Millennium Hall in Addis Ababa and ECMDE. Majority of the trade shows in Millennium Hall and minority trade shows in ECMDE (for example, in 2019 15 exhibitions conducted in Millennium Hall and 6 exhibitions conducted in ECMDE). But the preferred venue for holiday event is grand bazaar and festival is ECMDE due to its location the center of the city, accessible for transport and the people habit to the compound.

According to the World Bank Group (2018), in Ethiopia the demand of exhibition venue increasing dramatically. The demand is determined by the overall economic context of the country, According to the World Bank the GDP growth rates between 8-10% overall the past decade.

According to United Nations Conference on Trade and Development (2019), the country now hosts more than 18 billion USD of foreign direct investment stocks with new incoming foreign direct investment flows that exceeded 3 billion USD in 2016 and 2017. The economic growth triggers an increased need for the market place function offered by trade shows in order to stimulate transactions between goods and services of various types. As concerns the city of Addis Ababa, it is estimated that its GDP is growing faster than the national economy i.e. at a rate of currently 14%. Its population has surpassed 10 million and is estimated to grow at an annual 3.8% per annum.

The 2013 demand for exhibition venues in Addis Ababa was estimated to be at a baseline of 457,707 sq. m. On the assumption of a realistic demand projection of 10% in line with the overall economic activity in the country, it can be estimated that, in 2018, the demand for exhibition venues exceeded 700,000 sq. m. to further double to 1.4 million sq. m. by 2025.

Specific role in the trade show and exhibition business in Ethiopia is organized by the chambers of commerce, particularly the Ethiopian Chamber of Commerce and Sectorial Associations (ECCSA) founded in 1943 and the Addis Ababa Chamber of Commerce and Sectorial

Associations (AACCSA) founded in 1947. These two Chambers fundamentally determine the business sector in Ethiopia. Both institutes are strongly dedicated to the organization of trade shows which as an activity is estimated to contribute to up to 30% of their respective overall revenue.

Grand bazaars and festivals in ECMDE organized by private organizers. According to the ECMDE (2019) report the last five years between years 2014 to 2018 a total of 15 grand bazaar and festivals (Ethiopian New Year, Christmas and Ester) takes place within these periods. These events organized by private organizers such as Century General Trading, Habesha Weekly Promotion, Eyhoa Addis Entertainment, and Shakayna Trading.

2.10.3 Exhibition Venues in Ethiopia

There are two exhibition venue in Ethiopia ECMDE and Millennium Hall venue they currently trade shows and other exhibition takes place in these venue. Beyond Addis Ababa other cities the capacity situation is weaker. The usual practice is to exhibit products and services either in big tents made of PVC sheets and similar makeshift materials or by temporarily renting space/halls from government or private organizations. Facilities secured in this manner are usually of poor standard; and hence, are liable to exposing displayed items to weather-induced damage as well as theft.(Source: The Ethiopian Trade Show and Exhibition Sector,2019)

The ECMDE or AAEC (previous name Addis Ababa Exhibition Center, AAEC) is the oldest venue of Addis Ababa and consists of a total area 24.000 sq. m. It comprises three pavilions/halls. Each hall can hold up to 90 booths and the open space has a capacity for 140 stalls.

Figure 2.5: The area around Addis Ababa’s Meskel Square with adjacent ECMDE area

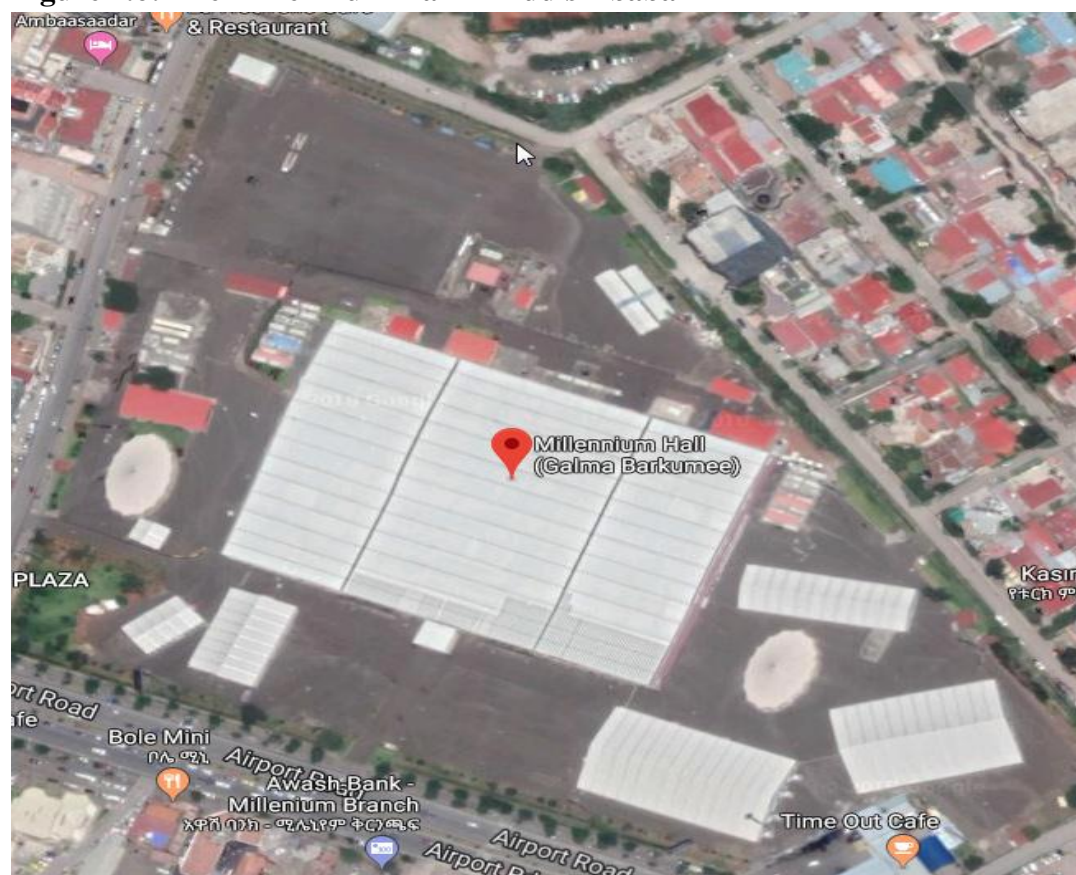


(Source: Google Map)

The Millennium Hall facilities consist of a total area of 86,858 sq. m containing one large hall and three small conference rooms. The large hall gross space of 6,000 sq.m, enables organizers to sell around 3,000 sq. m booth space and additional temporary halls (tents) available if extra hall is needed. The Millennium Hall is owned by the Addis Park Development and Management PLC, a private company established in 2004. Facilities were built in 2006 by the Ethiopian business person Sheikh Mohammed Hussein Ali Al-Amoudi for the celebration of the Ethiopian Millennium. The Hall is equipped with modern and state-of-the-art sound and light effect technologies as well as exhibition materials to meet the needs of modern conventions. Over the years, the Hall has hosted events of national, regional and international standing with thousands of delegates and visitors such as the Saudi-East African Investment Forum, the Indian Forum, the Annual All African Leather Fair, the 16th International Conference on Public Health, the State Dinner of the Africa World Economic Forum, the annual Diplomatic Charity Bazaar and the 24th Colloquium of African Geology. The Millennium Hall was recently venue to the Ethio-

Eritrea Reunion Ceremony held on 18 July 2018.³³ The price to rent the entire hall is estimated at ETB 400,000 (USD 13,786) per day.³⁴ According to information provided by the Addis Park management, in total some 76 events are scheduled to be organized in 2019. In 2018, 49 events have been held. Over the period 2011–2017, the Millennium hall hosted some 253 events of which around 60% referred to conferences (103 events) and exhibitions (50 events). Based on information provided by a number of domestic private organizers compared the rental fees for the ECMDE and the Millennium Hall different. The daily rate at the Millennium Hall costs around ETB 400,000 (USD 13,786), whereas the equivalent rate at ECMDE amounts to ETB 100,000 (USD 3,446.5).

Figure 2.6: The Millennium Hall in Addis Ababa



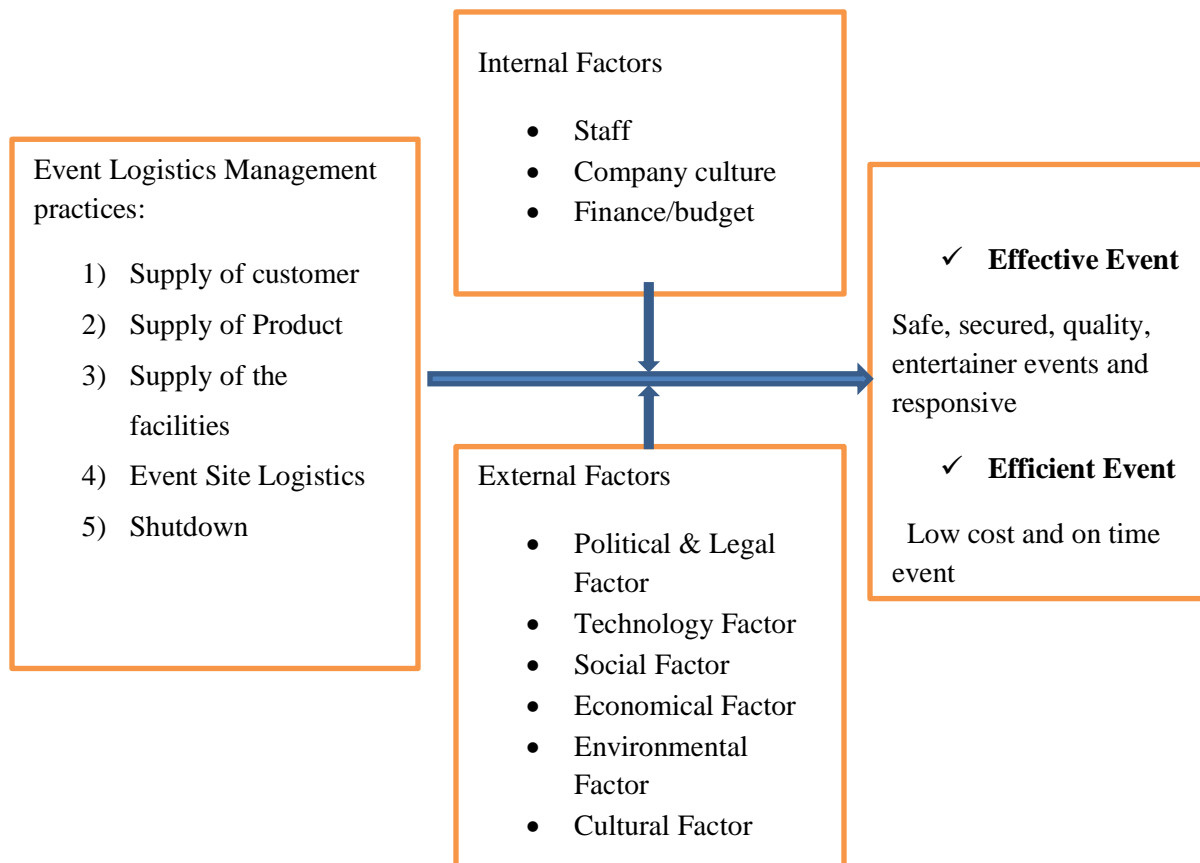
(Source: Google Map)

A new exhibition venue building is entitled the Addis Africa International Convention and Exhibition Center (AAICEC). The AAICEC is planned to be a multi-purpose business center which will host a range of events including international conferences, conventions, trade fairs and exhibitions. The new building Exhibition center will have four big size exhibition pavilions containing a total space of 27,300 sq. m (20,600 sq. m is indoor and the remaining 6,700 sq m outdoor). The project consist of the construction of a multipurpose hall, planned to have a capacity of 5,000 guests, a conference hall with a capacity of over 3,000 seats, two auditoriums with 500 seats each and six small meeting rooms with capacities between 50 to 100 seats. The venue will also comprise a four star hotels and other support facilities including restaurants, a canteen, lounge space and playgrounds.

From the above literatures the following event logistics management challenges are summarized

- 1) budget challenges
- 2) technological challenges
- 3) venue capacity and capability challenges
- 4) political and legal challenges
- 5) social challenges
- 6) economic challenges
- 7) cultural challenges
- 8) environmental challenges
- 9) event uniqueness challenges
- 10) safety and security challenges
- 11) time management challenges
- 12) customs and clearing (for oversea exhibitors) challenges
- 13) transport (infrastructure) challenges
- 14) good event logistics management strategy challenges
- 15) skilled event organizers(professionals) challenges
- and 16) the variety requirements of oversea exhibitors challenges.

2.11 Conceptual Framework of the Study



(Source: Adopted from Glenn, 2006)

Figure 2.7. Conceptual framework of the study

The conceptual framework shows the practice of the event logistics management practices namely supply of customer, supply of product, supply of facilities, event site logistics, shutdown practices while those practices can be affected by externally and internally factors specifically social, technological, economic, political and legal, environmental, cultural challenges, Staff, company culture and finance. Effective and efficient events provided in ECMDE. Effective event in terms of meet the purpose of an event, using the availability capacity, safe and secure events, using the available staff and event efficient in terms of cost,

The aim of this framework is to identify the practice of an event logistics, factors affecting the event logistics and to recommend a possible solution to challenges that may come up in event logistics management to be effective and efficient events..

CHAPTER THREE

METHODOLOGY OF THE STUDY

This chapter includes a description of the study area, research approach and design, population design, data source and type, data collection procedure, method of data analysis and presentation, reliability test validity test, and ethical considerations

3.1 Description of the Study Area

This thesis on the title of assessment of the event logistics management practices and challenges: in the case of ECMDE, Addis Ababa. In past forty years in ECMDE usually 32 events take place per year, most of the events is local character. The events are divided in to three categories: the Grand Bazaar and Festivals (which take place in the eve of Ethiopian New Year, Christmas and Ester), the General Trade Fair and the Special Trade Fair. Large number of visitors and exhibitors attended in the three grand bazaars and festivals. The study was conducted on grand bazaars and festivals in this event between 300,000-350,000 visitors, 300-350 exhibitors attended and 5 billion sales transactions takes place, visitors purchase holiday goods, materials and other goods and they entertains in bands, circus and sport are held in 24 consecutive eve days (ECMDE report, 2017).

3.2 Research Approach

To get quality and full information the researchers approach used is a mixed of qualitative and quantitative approach. In quantitative part the date gathered through questionnaires. In qualitative approach date gathered through focus group discussion, observation, interview and secondary data.

Focus groups are specifically designed to obtain information from a group of specially selected participants. Edmunds (1999) suggests that focus groups provide a flow of input and interactions related to the topic or group of topics that the group is centered around. In Addition to that “a focus group is a special type of group in terms of purpose, size, composition, and procedures” (Krueger and Casey, 2000). The participants within a focus group help the research to enhance their chances of getting valuable information that worth to the research. “Focus groups produce

qualitative data that provides insights into the attitudes, perceptions, and opinions of participants”. Observation of events as they normally occur are usually more reliable and free from respondent bias, it is easier to note the effect of environmental influences or specific outcomes, it is easier to observe certain groups of individuals. Observation help to handle comprehend complex issues through direct observation (either as a participant or a non-participant-observer) and then, if possible, asking questions to seek clarifications on certain issues. The data obtained are reach and uncontaminated by self- report bias (Sekran, 2003) Interviews it helps the researcher to provide rich data and the opportunity to write and establish rapport with the interviews, and help to explore and understand the complex issues (Sekran, 2003). A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. Questionnaires are an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest. Questionnaires can be administered personally, mailed to the respondents, or electronically distributed (Sekran, 2003)

3.3 Research Design

Since the main objective of the study is to descriptive research design to address logistics practices of Event logistics management of ECME in Addis Ababa and the related logistics practices and challenges, the propose study employ a descriptive type of research design and to be consider the trend of organizer companies in the past five-years, hence used to longitudinal research methods. To fulfill, the objective of the research which is to identify the practice and challenge during event logistics management descriptive research plays an instrumental role in terms of identifying reasons behind factors affecting event logistics management and examine the existing practice of elements of event logistics. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. Studies concerned with specific predictions, with narration of facts and characteristics concerning individual, group or situation are all examples of descriptive research studies (Kothari, 2004).Inferential statistics Kendall’s Coefficient of Concordance Model used to ranking event logistics challenges from savors to the least challenges. So the study combined both qualitative and quantitative research approaches, and this is considered to be efficient for answering the research questions.

3.4 Population and Sample

The target population for the study is all event organizers company (Century General Trading, Habesha Weekly Promotion, and Eyhoa Addis Entertainment) that organized the events in five consecutive years (2014-2018) in three grand bazaar and festivals, exhibitors (attendant) and five associations and employees of ECMDE. During the grand bazaar and festival in one holiday eve 300-350 exhibitors attended (according to ECMDE report, 2017). ECMDE has a total of 53 permanent employees and 5 associations are partition builder and removal association, Decoration association, Input (like tables, chairs, and carpet) provider association, Cleaning and west removal association and Parking association and has a total of 60 members that support and facilitate to manage the venue and ECMDE working in the team with external stakeholders furthermore, the Ethiopian Federal Police, the Addis Ababa Police, other government security forces, Cherkos sub city and woreda10, Fire brigade, Electric Power Authority, Health Bureau, Addis Ababa Water and Sewerage Authority a total 500 people(according to ECMDE report, 2018) involved in the grand bazaar and festival events.

Based on the following sample size formula the sample size used to be 272. Four organizers (Century General Trading, Habesha Weekly Promotion and Eyhoa Addis Entertainment companies) that organized a Grand bazaars and festivals in the past 5years (2014-2018). All organizers companies were selected for the study. A total of 113 employees (53 employees and five associations (60 staffs)) the sample size was 88 employees, 300 exhibitors the sample size was 169 exhibitors and from 11 different stakeholders (Federal police, Addis Ababa police etc.) 11 sample selected in random sampling.

Sample size determined by the following formula. It helps in calculating or determining the minimum sample size which is required in order to know the adequate or correct proportion of the population along with the confidence level and margin of error

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

N – Population Size

Z- Level of confidence (95%)

e- Margin of error (0.05)

p- Sample proportion (uncertain) (0.5)

p- Sample Proportion (0.05)

Based on the above formula the simple size is as follows

Table3.1: Number of population and sample size

Number	Name of the population	Population size	Sample size
1	Organizers	4	4
2	Exhibitors	300	169
3	Employees (including associations)	113	88
4	Stakeholders	11	11
Total sample size			272

3.5 Data Sources and Types

The researcher obtained data from primary and secondary data to achieve its objective. According to Sekran, 2003 primary data refer to information obtained firsthand by researcher on the variables of interest for the specific purpose of the study. The researcher used open and closed-ended questions, focus group discussion, observation and interview as a source of primary data. According to Sekran, 2003 secondary data are essential for most research it refers to information gathered by someone other than the researcher conducting the current study such data can be internal or external to the organization and accessed through the internet or perusal of recorded or published information. ECMDE documents, Organizers Company and Ministry of Trade and Industry records were a source of secondary data.

3.6 Data Collection Procedures

Data collection procedure using questionnaires that properly address the acquire information in order to get back the require data. Before proceed to data collection, the questionnaires were designed as per required approach in order to be easily understand by the respondents. The designed questionnaires were distributed to respondents and followed by collection of filled data and conducting focal group discussions with stakeholders based on prepared group discussion questions, conducted interviews based on interviews questions, observation undertaken based on

observation checklist and examined the existing documents thoroughly. After collection of the data, analysis was undergone.

3.7 Method of Data Analysis

Both qualitative and quantitative data was collected and the data collected were analyzed according to its type. After collecting the required data through the data collection tools, data were processed to the following stages; the raw facts/ data made ready for data analysis. The collected data were edited first through field and office editing; and the edited data were coded. Data gathered from participants were analyzed by classifying as quantitative and qualitative approaches. Data collected in the quantitative approach was analyze using Inferential statistics and SPSS (statistical package program for social sciences) to process the data and look at the practices and challenges of event logistics management for qualitative data document analysis done and use it to provide explanations, understanding and interpretation of the three grand bazaars and festivals in ECMDE. With respect to the challenges event logistics the Kendall's Wallis coefficient of concordance of the rank order analysis model was used to determine and rank the challenges of event logistics. Generally, data presentation and interpretation applied in order to display the collected data in a concise and meaningful way. The data finally interpreted based on statistical findings.

3.8. Reliability and validity

3.8.1 Reliability Test

The five Likert Scale is the appropriate measurement of rating Event Logistics Management practices and challenges. In addition to that it helps to easily describe the data output using mean and standard deviation.

For accomplish the statistical analysis on the questionnaire, the respondents requested to rate variables corresponds to related to different categories (supply of customer, supply of product, supply of facilities, event site logistics and shutdown practices) of logistics practices. The questionnaire comprised of scaled response from 1 to 5, such that 1 = Strongly Disagree, 2= Disagree 3= Neutral, 4= Agree, and 5= Strongly Agree.

In the case of logistics challenges, six different categories (Social, Technological, Economic, Political and Legal, Environmental and Cultural challenges) were prepared and expected responses

were collected from respondents. To acquired accurate and appropriate information, this questionnaire comprised of scaled response from 1 to 5, such that 1 = never faced, 2 = poorly faced, 3 = moderately faced, 4 = well faced, and 5 = extensively faced.

According to Bryman & Bell (2007), reliability analysis is concerned with the internal consistency of the research instrument. To ensure reliability measurement and assessment of the real situation in the ECMDE the researcher has used the Cronbach's Alpha. Bryman & Bell (2007) argue that Cronbach's alpha reliability coefficient of .70 or above is considered as "acceptable" in most social science research situations. Yurdugül (2008) analyzed sample of 30 and found that Cronbach's alpha coefficients were reliable.

Table 3.2 :Cronbach's alpha

Dimensions of logistics practices and challenges	Number of items	Chrobach's Alpa
Supply of customer Practices	10	0.902
Supply of product Practices	10	0.889
Supply of facilities Practices	22	0.907
Event site logistics Practices	11	0.873
Shutdown practices	6	0.879
Social challenges	5	0.921
Technological challenges	9	0.894
Economic challenges	10	0.902
Political and Legal challenges	5	0.817
Environmental challenges	5	0.880
Cultural challenges	5	0.918
Average Cronbach's Alpha		0.8892

The above table indicates the reliability test, overall Cronbach's alpha score is 0.8892. It is an acceptable reliability coefficient (above 0.70), since 0.8892 is above the standard threshold level the questionnaire were reliable.

3.8.2 Validity Test

Difficult to found standard questionnaire that related to my research objectives in Event Logistics Management practices and challenges, the questionnaire was prepared by referring different related literature, and to increase validity of the instrument, the questionnaire pre tested on some of the respondents that have adequate knowledge on the subject. Using the expert views and suggestions corrected some repetitive, grammars and other corrections; then the final

questionnaire was prepared and distributed to 6 experienced and based on the respondents comment and suggestion all the necessary improvements were considered.

3.9 Ethical Consideration

The respondents were approached after submission of a letter written by the University to the authority. Purpose of the study explained to the respondents so that they contented to reply. All participants asked to voluntarily participate in the data collection by collaborating in filling the questionnaire and responding to the interview. By doing so, the respondents would be free of any harm and more importantly their views were very confidential and anonymous. Moreover, the questionnaire and the interview do not have any connection with the respondents since it will be done for academic purpose.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

This chapter presents results, discussion and interpretation of the study on Event Logistics Management Practices and Challenges in the case of the ECMDE. The findings were analyzed in the form of descriptive statistics by computing mean and standard deviation, inferential statistics by Kendal's Wallis coefficient of concordance of the rank order. The analysis and interpretation of data were guided by the research objectives from which a discussion of findings has been made.

4.1 Response Rate

This data were collected from primary and secondary sources. Questionnaires, focus group, observation and interviews were a source of primary data. A total of 272 questionnaires were distributed out of these 88 questionnaires for ECMDE employees and associations, 4 questionnaires for organizers, 169 questionnaires for exhibitors, 11 questionnaires distributed for stakeholders and from these, 239 questionnaires are returned and 33 questionnaires (11 from associations, 21 from exhibitors and 1 stakeholder) are not returned. These indicate that the response rate was 87.87%.

Therefore, the response rate found is very good for further analysis of the data. The secondary data sources from ECMDE reports and other sources are the main secondary sources of data. Thus, based on the response obtained from the respondents data presentation and analysis were made as follows. The presentation of this chapter guided by the following research objectives

- 1) To assess event logistics management practices in Exhibition Center and Market Development Enterprise (ECMDE), Addis Ababa.
- 2) To identify the challenges of event logistics management at ECMDE, Addis Ababa.

4.2 Frequency Analysis of the Respondents Profile

The socio-demographical profile of the sample respondents from ECMDE employees and associations, exhibitors, organizers and stakeholders are presented and analyzed on below summary. The purpose of the assessing the respondent socio-demographical profile is important

to identify their gender , age, service year, level of education, occupational categories, position within organization and their department working in the ECMDE.

4.2.1 Demographical Characteristics

Respondents Gender

Table 4.1: Gender of the respondents in frequency and percentage

Gender	Frequency	Percent	Cumulative Percent
Male	163	68.20	68.20
Female	76	31.80	100
Total	239	100	

(Source: Own Survey, 2020)

The above table shows that 239 have participated in providing responses, and 68.2% were male and 31.8% female. Both genders involved in the research and the data show that majority of respondents are male.

Respondents Age

Table 4.2: Age of the respondents in frequency and percentage

Age	Frequency	Percent	Cumulative Percent
21-30	4	1.70	1.70
31-40	67	28.00	29.70
41-50	131	54.80	84.50
51 years and above	37	15.50	100
Total	239	100	

(Source: Own Survey, 2020)

The above table clearly shows the age (in year) of the respondents.1.7% of the respondents were the age between 21-30, 28% of the respondents were the age between 31-40 , majority of the respondents 54.8% were the age between 41-50 and 15.5% of the respondents were the age was 51 and above. For this analysis concluded that majority of the respondents are matured to answer the question.

Respondents Marital Status

Table 4.3: Marital Status of respondents in frequency and percentage

Marital Status	Frequency	Percent	Cumulative Percent
Never Married	60	25.10	25.10
Married	164	68.60	93.70
Divorced	15	6.30	100
Total	239	100	

(Source: Own Survey, 2020)

Table 4.3 implies that the marital status of the respondents. 25.1% of the respondents were never married, 68.6% were married and 6.3% are divorced.

Respondents Level of Education

Table 4.4: Educational level of the respondents in frequency and percentage

Educational Level	Frequency	Percent	Cumulative Percent
Certificate	5	2.10	2.10
Diploma	42	17.6	19.70
1 st Degree	86	36.00	55.60
2 nd Degree	106	44.40	100
Total	239	100	

(Source: Own Survey, 2020)

The above table show that majority of the respondents 44.4 % were 2nd Degree and accordingly 36% 1st Degree, 17.6% were Diploma and 2.1% were certificate. It implies the majorities of the respondents first and second with high qualified and competent enough to answer the questionnaire and had gained rich information and they were knowledgeable with ELM and ECMDE.

Respondents Professions

Table 4.5: The Professions of the Respondents in frequency and percentage

Profession	Frequency	Percent	Cumulative Percent
Marketing	46	19.20	19.20
Engineer	16	6.70	25.90
Event Organizer	21	8.80	34.70
Safety and Security	1	0.40	35.10
Sales	24	10.00	45.20
Others	131	54.80	100
Total	239	100	

(Source: Own Survey, 2020)

Table 4.5 indicated that the professions of the respondents. Majority of the respondents 54.8% were in others (accountants, researchers, Police officers, fire brigade employees etc), 19.2% were marketing, 10% were sales, 8.8% event organizer, 6.7% engineer, and 4% were Safety and Security profession. The respondents had professionals and they were appropriate for responding to our study questions.

Respondents position in their own organizations

Table 4.6: Position of the Respondents in frequency and percentage

Position of the respondents Marital status of the respondents

Position	Frequency	Percent	Cumulative Percent
Management	133	55.60	55.60
Junior Staff	28	11.70	67.40
Senior Staff	78	32.60	100
Total	239	100	

(Source: Own Survey,2020)

According to table 4.6 shows that the position of the respondents. Majority of the respondents were management level of employees 55.6%, 32.6% were Senior Staff and 11.7 were junior staff.

This means that majority of the respondents were management and senior staff gained rich information they were familiar with the event and event logistics, therefore they were appropriate for responding to our study questions

Working department of the respondents

Table 4.7: working department of the respondents in frequency and percentage
Department of the respondents

Department	Frequency	Percent	Cumulative Percent
Marketing	24	10.00	10.00
Technique	43	18.00	28.00
Safety and Security	1	0.40	28.50
HR and General Service	3	1.30	29.70
Procurement and Property Management	39	16.30	46.00
Finance and Budget	38	15.90	61.90
Others	91	38.10	100
Total	239	100	

(Source: Own Survey, 2020)

Table 4.7 shows 10% of the respondents were marketing department employees, 18% technique department employees, 0.4% safety and security employees, 1.3% HR and general Service employees, 16.3% of respondents are procurement and property employees , 15.9% were finance department employees and majority 38.1% were from other department (researcher, General manager, planning). The respondents had multidisciplinary professionals they provided very valuable information.

4.3 Response on research question one (ELM Practices in before, during and after event)

To what extent supply of customer practices, supply of product practices, supply of facility practices, event site logistics practices and shutdown practices in ECMDE?

In this part of the study the researchers analyses of Event Logistics Management (ELM) practices in three stages namely before an event (planning phase in supply of customer practices, supply of product practices and supply of facility practices), during an event (execution phase in event site logistics practices) and after event(closing phase in shutdown practices). In before an

event (supply of customer practices, supply of product practices and supply of facilities practices) is one of the parts in this discussion to address the research objectives. In these discussions descriptive statistics was applied to analyze the sample data of the responses on their in to account that numbers 1, 2, 3, 4 and 5 represent strongly disagree, disagree, neutral, agree and strongly agree, respectively.

4.3.1 Event Logistics Management Practices in before an event (planning phase)

Event logistics practices in planning phase (before an event) the descriptive analysis included supply of customers practices, supply of product practices and supply of facilities practices in three grand bazaar and festivals in Ethiopian New Year, Christmas and Ester.

4.3.1.1 Supply of customer practices in ECMDE

Table 4.8 shows the descriptive statistics of supply of customer practices at ECMDE in parts based on arithmetic mean and standard deviation.

The following variables were considered to analyze the supply of customer practices at ECMDE these variables were in terms of ECMDE is accessible for transport, ECMDE parking accommodate all traffics, the parking is safe for the customers, visitors can departure easily from ECMDE compound during grand bazaar and festivals, the exhibitors are satisfied by ECMDE service, the organizers are satisfied by ECMDE service, the international exhibitors are very happy for their sales, exhibitors repetitively attended in ECMDE in the past five years, ECMDE is preferable venue for a means for interaction between exhibitors and visitors and good hospitality during ticketing.

Table 4.8: Descriptive statistics for supply of customer practices in ECMDE

#	Variables	N	Mean	Std. Deviation
1	ECMDE is accessible for transport	239	4.41	.987
2	ECMDE parking accommodate all traffics	239	2.78	.895
3	The parking is safe for the customers	239	3.03	.999
4	Visitors can departure easily from ECMDE compound during grand bazaar and festivals	239	3.65	1.181
5	The exhibitors are satisfied by ECMDE service	239	3.10	.911
6	The organizers are satisfied by ECMDE service	239	3.33	.936
7	The international exhibitors are very happy for their sales	239	2.55	.646
8	Exhibitors Repetitively attended in ECMDE in the past five years	239	3.62	1.142

9	ECMDE is preferable venue for a means for interaction between exhibitors and visitors	239	3.56	3.569
10	Good hospitality during ticketing	239	2.08	0.873
	Valid N(list wise)	239		
Aggregate Mean and Standard Deviation (Average)			3.21	1.21

(Source: Own Survey, 2020)

Based on the data on table 4.8 the aggregated arithmetic mean and standard deviation were 3.21 and 1.21 respectively. The mean show supply of customer practices at ECMDE around neutral and standard deviation indicating that it is a small value thus respondents were agreeing to the same idea. One of the major criteria of good venue should access the supply of the customers to the venue because the customers are who pay for it and in the supply of customers includes ticketing, queuing and transport. In this case the supply of the practice is poor. However, ECMDE accessible for transport its mean were 4.41. The ECMDE is the center of the Addis Ababa city and it accessible for all direction transport and it is a major criterion to evaluate the venue like ECMDE. To the supply of customers to venue accessible transport is a major variable. The ECMDE parking accommodate all traffics the mean were 2.78 it was below neutral and from interview conducted and observation recognized parking problem they implied that ECMDE parking had not enough capacity to handle all traffics. Other variables were visitors can departure easily from ECMDE compound during grand bazaar and festival (mean 3.6) and standard deviation 1.181 shows the visitors after finalized there visited they can easily departure from ECMDE compounds and the majority of the respondents were closed to the mean , the exhibitors and organizers are satisfied by ECMDE service the mean were 3.10 and 3.33 respectively, exhibitors repetitively attending in ECMDE compound in the past five years (mean 3.62) in the past five years one exhibitor attended frequently in all grand bazaar and festival due to promote or sales of their products and services and the majority of the respondents answer closer to the mean (the standard deviation 1.142) and ECMDE is preferable venue for a means for interaction between exhibitors and visitors (mean 3.56) it shows the grand bazaar and festivals takes place in the eve of holidays of Ethiopian New-year, Christmas and Easter so, the visitors to buy products and exhibitors to sale and promote their products it is a means of interaction area and the respondents were more spread out from the mean. Other variable good hospitality during ticketing the mean 2.08 and the standard deviation 0.873 shows disagree, from observation, and group discussion, there was not good hospitality in ticketing during entering the

grand bazaar and festival and the visitors taking long queue line and safer from weather to ticketing.

When venue build consider the area accessible for transport. Transport is the key factor of the logistics to transport the visitors and products from their origin to the venue and to departure easily from the venue (inbound and outbound logistics) but the location of ECMDE is the center of the city Addis Ababa it is accessible for transport.

The venue parking inside and surrounding enough, safe and secure to the vehicles as well as to fast enter and exit of vehicles and capable to accommodate all necessary vehicles. The traffic management should be efficient and effective. But in ECMDE have high traffic management problem not efficient and effective it takes long time in and out and the driver insult by parking employees. Hospitality during ticketing is a major duty of the venues but in ECMDE case the long waiting line at the gate so, ECMDE was not efficient to handle high waiting time.

The preferred venues should access for infrastructure, high capacity and capability, good hospitality etc. According to group discussion held that ECMDE only this has accessible for transport and not found other competent venue in the long time in Ethiopia and even if it has not high capability and capacity the participants still preferred venue.

4.3.1.2 Supply of product practices in ECMDE

Table 4.9 shows the descriptive statistics of supply of product practices at ECMDE in parts based on arithmetic mean and standard deviation

In supply of product practices the following variables considered the exhibitors have access to transport their product in to ECMDE and out of ECMDE (Inbound and Reverse logistics), the capacity of ECMDE can accommodate all exhibitors and visitors, the organizers have provided enough number of musicians during the grand bazaar and festivals, the organizers have provided quality musicians during the grand bazaar and festivals, the organizers have provided acceptable (by visitors) musicians during the grand bazaar and festivals, the artists have enough back stage facilities, the entertainment accommodate all age groups (young, adult and older), the organizers provide enough entertainment for children, it is an area an accessible to shopping holiday materials for visitors and it is an area for cheap product sale.

Table 4.9: Descriptive statistics for supply of product practices in ECMDE

#	Variables	N	Mean	Std. Deviation
1	The exhibitors have an access to transport there product in to ECMDE and out of ECMDE (Inbound and Reverse logistics)	239	2.98	1.1267
2	The capacity of ECMDE can accommodate all exhibitors and visitors	238	2.35	1.140
3	The organizers have provided enough number of musicians during the grand bazaar and festivals	239	3.38	1.018
4	The organizers have provided quality musicians during the grand bazaar and festivals	239	3.14	1.129
5	The organizers have provide acceptable (by visitors) musicians during the grand bazaar and festivals	239	3.46	.929
6	The artists have enough backstage facilities	239	1.83	1.232
7	The entertainment accommodate all age groups (young, adult and older)	239	2.97	1.347
8	The organizers provide enough entertainment for children	239	2.46	.906
9	It is an area accessible to shopping holiday materials for visitors	239	2.89	1.247
10	It is an area for cheap product sale	239	1.93	.761
	Valid N(list wise)	239		
Aggregate Mean and Standard Deviation (Average)			2.739	1.083

(Source: Own Survey, 2020)

The above table shows the aggregate mean and standard deviation were 2.739 and 1.083 respectively, the average aggregated arithmetic mean 2.739 is below from neutral and most of the respondents replied to closer the mean (standard deviation 1.083) the mean of the respondents implies that in ECMDE during grand bazaar and festival supply of the product practices not going well compare with literature it is not compatible. Any event to be efficient and effective event logistics management (in parts of supply of products practices) inbound logistics and outbound logistics should be organized and coordinated otherwise the even logistics is not safe, secure, not provide prompt services for visitors, logistics cost would be high and the entertainment also affected.

In addition to that the capacity of ECMDE can't accommodate all exhibitors and visitors (mean 2.35) from secondary data shows the capacity of ECMDE is very limited a total area is about 2.4 hectare (24000m²), the pavilion and outdoor total capacity 5,945 sq.m and the usable area 3,733

sq. m. So, the usable area 3,733 sq.m very narrow areas and high crowded to manage this grand bazaar and festivals from this we concluded that there is accommodation problem in ECMDE.

The analysis also show that the artistes had not enough backstage facilities (mean 1.83 and standard deviation 1.232) the back stage used for artistes for dressing, makeup and staying but the ECMDE compound had not available rooms or spaces for dressing, makeup and staying from these we concluded that ECMDE had not enough backstage facilities for artistes and the majority of the respondents closer to the mean (standard deviation 1.232).

The entertainment during grand bazaar and festivals in ECMDE couldn't accommodate all age groups (mean 2.97 and Standard deviation 1.347) it was not segmented to ages like young, children and adults and also not provided enough entertainment for children (mean 2.97 and Standard deviation 1.347). Any venue to be saying effective and efficient to accommodate all participated in the analysis shows there is not good practices in ECMDE in grand bazaar and festival the entertainment not based on age groups, segmented.

Grand bazaar and festivals, ECMDE were not accessible for shopping for all holiday materials for visitors(mean 2.89 and Standard deviation 1.247) and it was not an area of cheap product sale (mean 1.93 and Standard deviation 0.761). From this analysis our concluded show even if, these events (ECMDE bazaar and festival) target on the eve of three holidays Ethiopian New Year, Christmas and Ester and the visitors shopped for in single location the available goods were not covered the interest of the visitors as well as the price of a selling products were expensive.

However, majority of the respondent replied closer to average during bazaar and festival the organizer to entertain the visitors (in all age group), provided acceptable artistes. The organizers provide enough number, medium quality and acceptable musicians during the entertainment session in grand bazaar and festivals, ECMDE.

4.3.1.3 Supply of Facilities practices in ECMDE

Table 4.10 shows the descriptive statistics of ELM practices in ECMDE in parts of supply of facilities practices in ECMDE based on arithmetic mean and standard deviation.

In supply of product practices the following variables considered ECMDE compound is secured for visitors and exhibitors, the checking point is the boring for the visitors and exhibitors, the

checking points used modern equipment, the visitors and exhibitors are feeling secured in the compound of ECMDE during the event, the electric system of the ECMDE compound is reliable, ECMDE used others source of electricity in addition to Hydroelectric, enough electricity provide for exhibitors, high interruption of the electricity, the pavilion has enough air circulation system, enough and accessible water tap in the compound, the water system not interrupted it is reliable, enough sewerage system, reliable sewerage system, have enough rest room, the rest room is convenience for the people, the rest room is clear and have enough water system, the stage is accessible for audience, the stage have good sound system (speaker and others), the stage have good light system, enough and accessible restaurant found in ECMDE, cheap restaurant found in ECMDE and ECMDE provide enough chair, table, shelf and other materials provide for exhibitors and organizers.

Table 4.10: Descriptive statistics for supply of facilities practices in ECMDE

#	Variables	N	Mean	Std. Deviation
1	ECMDE compound is secured for visitors and exhibitors	239	2.75	1.252
2	The checking point is the boring for the visitors and exhibitors	239	3.65	1.492
3	The checking points used modern equipment	239	2.28	1.247
4	The visitors and exhibitors are feeling secured in the compound of ECMDE during the event	239	2.89	1.213
5	The electric system of the ECMDE compound is reliable	239	2.82	0.802
6	ECMDE used others source of electricity in addition to Hydroelectric	239	3.62	1.232
7	Enough electricity provide for exhibitors	239	2.49	0.969
8	High interruption of the electricity	239	3.97	1.088
9	The pavilion has enough air circulation system	239	1.88	1.243
10	Enough and accessible water tap in the compound	239	1.99	1.126
11	The water system not interrupted it is reliable	239	2.13	1.245
12	enough sewerage system	239	2.31	1.166
13	reliable sewerage system	239	2.15	0.935
14	have enough rest room	239	2.03	1.086
15	the rest room is convenience for the people	239	2.15	1.191
16	the rest room is clear and have enough water system	239	2.37	1.104
17	the stage is accessible for audience	239	2.69	0.993
18	the stage have good sound system (speaker and others)	239	2.34	1.177
19	the stage have good light system	239	2.56	1.186
20	enough and accessible restaurant found in ECMDE	239	2.57	1.196
21	cheap restaurant found in ECMDE	239	1.99	1.045
22	ECMDE provide enough chair, table, shelf and other materials provide for exhibitors and organizers	239	2.29	1.187
	Valid N (list wise)	239		
Aggregate Mean and Standard Deviation (Average)			2.541	1.144

(Source: Own Survey, 2020)

The above table 4.10 shows aggregated mean and standard deviation of supply of facilities practices in ECMDE 2.541 and standard deviation 1.144. This analysis implies there were not good supply facilities practices in ECMDE. According to the literatures to provide efficient and effective event the practices of supply of facilities is critical. The catering (restaurant), toilets and power, water and security, stage, space (offices for organizers, warehouses, venues, green field, parking space etc.) are important facilities for any events for efficient and effective of logistics. The analysis of each variable replied by respondents as follows: in ECMDE compound is secured for visitors and exhibitors (mean 2.75 and Standard deviation 1.252) the mean is below the neutral, it implies that there were not feel secured the visitors and exhibitors there is security problem during grand bazaar and festival it is a low standard deviation shows the response is closed to the average. The checking points were not used modern equipment (mean 2.28 and standard deviation 1,247) ECMDE used manual checking at the gate it takes long time and a means to a long queue and the respondents reply there were a boring to say in the gate for checking. Any event to be effective the security of the stakeholders, visitors, exhibitors and others it is critical

ECMDE in addition to hydroelectric there were interruption they used other sources like generator. From the analysis we concluded that in ECMDE during grand bazaar and festival the compound the electric system were not reliable, high electric interruption, and breakdown, the exhibitors were not received enough electricity form ECMDE. Any events efficient and effective as well as to meet the target of the events the supply of electricity should be reliability. According to our observation and interview conducted in ECMDE compound exhibitors and other stakeholders most of the time safer by electricity supply shortage and interruption.

The pavilions (hall) had not enough air circulation in the system it was very hot and humid, and they had not emergency exits in the system. The visitors, exhibitors and other stakeholders in venues (pavilions, offices, warehouses and outdoors) need fresh air to accomplish their objective in addition to that well emergency procedure should exist.

ECMDE compound had not enough watered tap in the system it was not reliable interrupted totally there was not enough water tap in the ECMDE compound.

In ECMDE compound were not enough and reliable sewerage system, had not enough rested room and proportional to the users and it was not convenience for the users, not clear and had not enough watered for cleaning in the system.

The stage was not accessible for audience and had not good sound system and light system. ECMDE were not provided enough chair, table, shelf for exhibitors and organizers

In grand bazaar and festival a lot of visitors entertain in the compound but the restaurant had not enough and accessible for users, had not the capacity to handle all, and also the price of the food and beverage expensive. ECMDE were not provided enough chair, table, shelf and other materials for exhibitors and organizers.

In event industry major resource probably people and other resources include venue, information systems, time, equipment, materials and vehicles. Venue with full of equipment and materials, stages, stages light and sound system, water and electric supply is very critical for the success of an event.

4.3.2 Event Logistics Management Practices in during an event (execution phase)

Event logistics practices in execution phase (during an event) the descriptive analysis included event site logistics practices in three grand bazaar and festivals in Ethiopian New Year, Christmas and Ester.

4.3.2.1 Event Site Logistics Practices in ECMDE

Table 4.11 show the descriptive statistics of ELM practices in ECMDE in parts of Event Site Logistics practices in ECMDE analysis based on arithmetic mean and standard deviation.

In supply of product practices the following variables considered efficient flow of equipment in the site during preparation, efficient flow of artists during festivals time, media coverage in the event session, accessible food and beverage, reasonable price of food and beverage, it is good flow of VIP in and out, enough passage through pavilion and hub-hall, each day's the compound of ECMDE clearing (waste management), the ECMDE has emergency procedures (emergency service available), enough fire brigade in the compound and ECMDE has the capacity to handle international business fair (like hallmark and mega events).

Table 4.11: Descriptive statistics for Event Site Logistics practices in ECMDE

#	Variables	N	Mean	Std. Deviation
1	Efficient flow of equipment in the site during preparation	239	2.95	.964
2	Efficient flow of artists during festivals time	238	2.90	.988
3	Media coverage in the event session	239	2.95	.924
4	Accessible food and beverage	239	3.08	.768
5	Reasonable price of food and beverage	239	1.95	.504
6	It is good flow of VIP in and out	239	2.04	.938
7	Enough passage through pavilion and hub-hall	239	2.11	1.134
8	Each day's the compound of ECMDE clearing (waste management)	239	2.86	1.220
9	The ECMDE has emergency procedures (emergency service available)	239	2.54	1.169
10	Enough fire brigade in the compound	239	3.41	1.149
11	ECMDE has the capacity to handle international business fair (like hallmark and mega events)	239	2.35	1.058
	Valid N (list wise)	239		
Aggregate Mean and Standard Deviation (Average)			2.64	0.983

(Source: Own Survey, 2020)

In the above table implies that the aggregate mean and the standard deviation of the respondents in event site logistics practices in ECMDE were 2.64 and 0.983 it is one of the critical practices in event logistics management efficiently the equipment, goods, visitors, artistes, VIP flows on the crowded but the analysis show below the neutral there were not good practices in event site logistics practices in ECMDE and a low standard deviation (0.983) the most of the respondents in each variable were closer to the average. However, there was not efficient flow of equipment in the site during preparation, were not efficient flow of artists during festivals time, poor media coverage in the event session and there was not good flow of VIP in and out.

Logistic activities at the time of an event become more complex with the size of the event. The flows of materials, people within venue, around the venue and communication networks become the most important areas of logistics. On- site logistics comprises flow of with larger festivals and events, the movement of audience, volunteers, VIP, artists, goods and equipment can take a larger part of the time and effort of the logistics manager and other logistics staff. On- site logistics to be good practices the logistics activities during events should be effective and efficient.

In the ECMDE compound were not accessible and reasonable price for food and beverage. In the pavilion and hub-hall were not enough passage through them to pass visitors and other stakeholders and there was not emergency procedures within the ECMDE compound. The compound was not capable to handle international business fair and hallmark and mega events.

In each grand bazaar and festival there were enough fire brigade from Addis Ababa Administration and standby for use.

4.3.3 Event Logistics Management Practices in after an event (closing phase)

Event logistics practices in closing phase (after an event) the descriptive analysis included shutdown practices in three grand bazaar and festivals in Ethiopian New Year, Christmas and Ester.

4.3.3.1 Shutdown Practices in ECMDE

Table 4.12 show the descriptive statistics of ELM practices in ECMDE in parts of Event Shutdown practices in ECMDE analysis based on arithmetic mean and standard deviation.

In event shutdown practices the following variables were considered efficient removal of equipment and goods of exhibitors and organizers, access fast exit clearness permission from ECMDE and organizers, fast removal of rub-hall and electric system from compounds, efficient event shutdown in each event days, during evacuate the exhibitors and organizers the checking process efficient and efficient clearing system at the end (ECMDE compound).

Table 4.12: Descriptive statistics for shutdown practices in ECMDE

#	Variables	N	Mean	Std. Deviation
1	Efficient removal of equipment and goods of exhibitors and organizers	239	2.82	.852
2	Access fast exit clearness permission from ECMDE and organizers	238	2.17	1.152
3	Fast removal of rub-hall and electric system from compounds	239	2.29	.838
4	Efficient event shutdown in each event days	239	3.30	.974
5	During evacuate the exhibitors and organizers the checking process efficient	239	2.92	.888
6	efficient clearing system at the end (ECMDE compound)	239	3.23	1.005
	Valid N (list wise)	239		
Aggregate Mean and Standard Deviation (Average)			2.78	0.951

(Source: Own Survey, 2020)

The above table indicates that the aggregated mean and standard deviation were 2.78 and standard deviation 0.951. The good practice of event logistics management is efficient and effective shutdown practices delivered at the end of the event. After complete of one event the shutdown practice means it is making ready venue for next events. So, fast dismantle of temporary unnecessary construction, removal of equipment, temporary electric installations and fast exit procedure applied and lastly, clearing the compound. According to this analysis there was not good practice shutdown in ECMDE grand bazaar and festival. There were not efficient removal of equipment, goods of exhibitors and organizers at the end of ECMDE grand bazaar and festival (2.82), there were not access of fast exit clearance permission from ECMDE and organizers from grand bazaar and festivals (2.17). There were not fast removal of rub-hall and electric system from ECMDE compounds (pavilions and rub-halls) and during evacuate from ECMDE compound (2.29) the exhibitors and organizers the checking process not efficient (2.92) it is too late the exhibitors were safer from the long process. However, During ECMDE bazaar and festival at the end of each day the shutdown process is more or less efficient (mean 3.30) and efficient clearing system (waste management) at the end of ECMDE grand bazaar and festival.

4.3.4 Event Logistics Procedures in Three Phases (Planning, Execution and Closing)

In three GBF (New Year, Christmas and Ester) in the past five years (2014-2018) 15 events organized by 4 organizers and the trends of the event the logistics practices and procedures in three phases planning, execution and closing were similar.

4.3.4.1 Planning phase logistics producers in ECMDE

First the organizer identified by bid and contract binding between ECMDE and Organizers, then meeting conduct between organizers and ECMDE staff, discussion on the logistics parts, promotion, identify the total space 90 booth for indoor area and 140 booth in outdoor area, exhibitors registration, exhibitors paying ETB 90,000 for one booth (9 m²), conduct a meeting with Federal Police, Addis Ababa Police, country security, decorate the compound and the gate, staging, light setup, maintaining the building, installing in the pavilion the light and ventilation system, tents in outdoor area, maintenance the toilet, exhibitors rent furniture and prepare there space, transport there product in to the compound, order and place the product and equipment in the right position, sponsors starting to advertisement, permission card for participants, catering

and beverage spaces provide, opening temporary bank invite VIP and media, communicate with the artists and opening ceremony held.

4.3.4.2 Execution phase logistics producers in ECMDE

Visitors in ticketing, checking the gate safety, protect the security of the stakeholders, in and out of the exhibitors' products, equipment, clean each day, managing the electric system, water in the compound, control VIP and artists flow to the compound and daily read the stage for entertainment

4.3.4.3 Closing phase logistics producers in ECMDE

Participants return the rented furniture and get exit permission from ECMDE; exit the participants with their goods, removal of the equipment, temporary electric installation, ventilation, decoration, tents from the compound and cleaning the compounds (waste management)

In general in three phases of event logistics (planning, Execution and closing phases) had coordination problem but in reality in planning phases the stakeholders should coordinate and jointly prepare appropriate logistics planning, should assess the risk before execution of an event. But they were not well organized, the organizers were not acting as professionals, no limit time for registration, there was not overseas exhibitor registration procedures and incentives. There were not site plan, the pass way between booths very narrow and exhibitor used as a display of their products.

In execution phases the crowded management problem, exhibitor goods were not properly ordered and displayed in the position, it is very difficult for VIP and artists to pass through and backstage is not given attention, not adequate parking, transport was not provided for overseas exhibitors, all these are some of the problems that are perceived in the ECMDE.

In closing phase there were not efficient and effective removal of goods and equipment from the compound, it takes long time to receive exit permission from the organizers and ECMDE, they were not well organized during exit it mixes the goods of exhibitors, highly crowded during the last exit days and there was not well procedures to exit from the compound

4.4 Response on Research question two

To what extent Social Challenges, Technological Challenges, Economical Challenges, Political and Legal Challenges, Environmental Challenges and Cultural Challenges.

In this part of analysis were the challenges in ECMDE grand bazaar and festival. These entire challenges were collected from different literatures. The challenges were categorized in to six categories: Social Challenges, Technological Challenges, Economical Challenges, Political and Legal Challenges, Environmental challenges and Cultural Challenges.

In this part of the analysis were the challenges of Event Logistics Management in ECMDE grand bazaar and festival. The number 1,2,3,4 and 5 are Never Faced, Poorly Faced, Moderately Faced, Well Faced and Extensively Faced respectively.

4.4.1 Social Challenges of Event logistics management on ECMDE

In this analysis the researchers considers social challenges of ELM in ECMDE grand bazaar and festival. In social challenges analysis the variables under taken were exhibitors not feel safe and secure during grand bazaar and festival, visitors not feel safe and secure during grand bazaar and festivals, visitors overspending during grand bazaar and festivals, lack of real work experience to organize an events and not enough visitors in each grand bazaar and festivals.

Table 4.13: Social challenges of Event logistics management on ECMDE

#	Variables	Mean	Std. Deviation
1	Exhibitors not feel safe and secure during grand bazaar and festivals	3.91	0.906
2	Visitors not feel safe and secure during grand bazaar and festivals	3.74	0.787
3	Visitors overspending during grand bazaar and festival	2.59	0.692
4	Lack of real work experience to organized an events	3.95	0.964
5	Not enough visitors in each grand bazaar and festivals	2.77	0.887

(Source: Own Survey, 2020)

The above table 4.13 shows the social challenges of event logistics management. Exhibitors were not felt safe and secure during grand bazaar and festival (3.91), visitors were not felt safe and secure during grand bazaar and festival (3.74) and lack of real work experience to organize

events (3.95) critical social challenges well faced. But visitors overspending during grand bazaar and festival (2.59) and not enough visitors attending in each grand bazaar and festival (2.77) were poorly faced challenges they were not challenges for ECMDE.

Each Bazaars and festivals are unique its nature, labor intensives and high personal interactions in addition to this by their nature of those events attracts crowds and may also become targets for criminals such as theft, robbery, assault and terrorism. Poor event logistics planning, poor management of event, week crowd control, poor security and ineffectiveness and poor emergency responses, increase the possibility of injuries of people, property damage/ distraction and even catastrophic attacks can happened. Proper event safety and security must be tailored to each specific event. The capability of the organizers are critical to handle and manage all the above problems and in general to be effectiveness and efficiency of an event the good logistics planning, event organizing skills, management handling crowded control, security, and managing emergency responses are important.

From the analysis the social challenges were the critical challenges in the area of safety and security and real work experience to organize an event. But in the area of visitors overspending during grand bazaar and festivals and not enough visitors attending on the bazaar and festivals were not critical challenges for ECMDE.

4.4.2 Technological challenges of Event Logistics Management on ECMDE

The variables considered in technological challenges analysis in ELM the variables were we faced challenges to manage traffic congestion during grand bazaar and festivals in ECMDE, we faced checking point lack of modern equipment to manage long queue in the gate during grand bazaar and festival, website of ECMDE's is not support the promotion to exhibitors and visitors to attend the events, we faced poor facilities (electric system, pavilions ventilation, staging light and sound systems) in ECMDE compound and failing to capture valuable event data.

Table 4.14: Technological challenges of Event logistics management on ECMDE

#	variables	Mean	Std deviation
1	We faced challenges to manage traffic congestions during grand bazaar and festivals in ECMDE	3.69	1.023
2	We faced checking point lack of modern equipment to manage long queue in the gate during grand bazaar and festivals	4.00	.742
3	website of ECMED's is not support the promotion exhibitors and visitors to attend the events	3.75	.924
4	We faced poor facilities (electric system, pavilions ventilations, staging light, catering and sound systems) in ECMED compound	3.80	.965
5	Failing to capture valuable event data	3.74	1.113

(Source: Own Survey, 2020)

From the above table 4.14 technological challenges of event logistics management in ECMDE variables were we faced challenges to manage traffic congestion during grand bazaar and festival in ECMDE (3.69), we faced checking point lack of modern equipment to manage queue in the gate during grand bazaar and festival (4.00), website of ECMED's is not support the promotion exhibitors and visitors to attend the events (3.75), we faced poor facilities (electric system, pavilions ventilation, staging light and sound systems) in ECMED compound and failing to capture valuable event data (3.74).

The first and last impression of an event is the parking facilities, the traffic control within and surrounds the compound to transport people and goods to venue. Sometimes the parking arrangement and traffic control are the challenges for the organizers because it is difficult to accommodate the existing traffic.

The website is a means to communicate among organizers, exhibitors, visitors and other stakeholders. It helps to get related information about schedules and requirements and other formats and facts. One of the major problems of developing countries like Ethiopia is the lack of appropriate online information systems currently, it is improving but still the quality of websites often lags behind.

The catering, toilets and power, water, staging, toilet and security are important facilities for any events for efficient and effective of event logistics.

Event by its nature like a project it has uniqueness characteristics one event different from another event for example, Ethiopian New year and Christmas grand bazaar and festival in the

same year different and unique in terms of number and types of visitors, exhibitors, amount of budget and others variables so, to manage any event properly data capturing are critical.

From the above analysis we conclude that there are critical technological challenges faced on the area of managing traffic and parking within and surround of ECMDE, poor checking point as a result a long waiting line observed at the gate especially at the end of the schedule (10 days left before closing the bazaar and festival) and the website is very poor to promote and communicate with stakeholders. The facilities (electric system, ventilation of the pavilions, stage light and sound system, catering and emergency exits) are the major challenges. In addition to this to capture lack of valuable event data is another critical challenges observed in the analysis.

4.4.3 Economic Challenges of Event Logistics Management on ECMDE

The following table show the economic challenge analysis in event logistics management in this analysis the following variables considered which found from literature. These variables are we faced parking shortage during grand bazaar and festivals in ECMDE, we faced capacity shortage (shortage on water, sewerage and toilet) in the ECMDE compound during bazaar and festivals, we faced input problems chair, table, shelf and other materials provide for exhibitors and organizers, we faced electric power shortage in the compound, and we faced accommodation problem all exhibitors and visitors

Table 4.15: Economic challenges of Event logistics management on ECMDE

#	variables	Mean	Std deviation
1	We faced parking shortage during grand bazaar and festivals in ECMDE	4.10	.999
2	We faced capacity shortage (shortage on water , sewerage and toilet) in the ECMDE compound during bazaar and festivals	4.02	1.053
3	We faced input problems chair, table, shelf and other materials provide for exhibitors and organizers	3.18	.939
4	We faced electric power shortage in the compound	4.10	.787
5	We faced accommodation problem all exhibitors and visitors	4.10	.787

(Source: Own Survey, 2020)

From Economic challenges of event logistics management we faced parking shortage during grand bazaar and festivals in ECMDE (4.10),we faced capacity shortage (shortage on water, sewerage and toilet) in the ECMDE compound during bazaar and festivals (4.02),we faced input problems chair, table, shelf and other materials provide for exhibitors and organizers(3.18), we

faced electric power shortage in the compound(4.10), we faced accommodation problem all exhibitors and visitors(4.10) from this analysis we concluded that well faced economic challenges by ECMDE during grand bazaar and festival.

Any events to be effective and efficient event logistics planning in parking space is critical and venue capacity related to water, sewerage and toilet should have enough and tidy. From observation analysis observed not enough water, sewerage systems and toilet in the compound. Specially, very shortage during the events, and we observed long waiting line.

To maximize the effectiveness of an event inputs should be provided some inputs are furniture for an exhibitors and visitors, enough electric power supply and the holding capacity of venue should accommodate a reasonable number of exhibitors and visitors with visiting space in the total area of ECMDE the indoor and the outdoor space 5,945 sq m it is very small venue compare to other countries' venue (refer table 2.4 and table 2.5).Economic challenges (mean rank 5.40 is the first rank) were the most severe, next technological challenges (mean rank 4.6 is the second rank), environmental challenges (mean rank 4.00 is the third), social challenges (mean rank 3.60 is the fourth) respectively, but the political and legal challenges (mean rank 2.00 is the fifth) and cultural challenges (mean rank 1.40 is the six)were the least challenges in the sector.

In general, from the analysis we concluded that economic challenges were well faced by ECMDE it is critical challenge.

4.4.4 Political and Legal challenges of Event logistics management on ECMDE

Table 4.16 shows the political and legal challenges analysis. The following variables were considered in political and legal challenges they are we faced high government regulation in grand bazaar and festivals, we faced high government interference in grand bazaar and festival, high tax rate for oversea exhibitors, slow customs procedure for oversea exhibitor, and we faced lengthy bureaucratic procedures to get permission for preparing events.

Table 4.16: Political and Legal challenges of Event logistics management on ECMDE

#	Variables	Mean	Std. Deviation
1	We faced high government regulation in grand Bazaar and festivals	2.52	1.186
2	We faced high government interference in grand bazaar and festival	2.34	1.096
3	High tax rate for oversea exhibitors	3.26	1.072
4	Slow customs procedure for oversea exhibitors	3.39	1.099
5	We faced lengthy bureaucratic procedures to get permission for preparing events	2.19	.701

(Source: Own Survey, 2020)

The above table show that the political and legal challenges of event logistics management high tax rate for oversea exhibitors (3.26) and slow customs procedure for oversea exhibitors (3.39) and were moderate faced challenges, whereas we faced high government regulation in grand bazaar and festivals (2.52), we faced high government interference in grand bazaar and festival (2.34) and we faced lengthy bureaucratic procedures to get permission for preparing events (2.19) is poorly faced challenges that did not critical challenges for ECMDE.

The government is responsible to protect their people; events often require government support and resources to mitigate risks. In Ethiopian case the country security, federal police and Addis Ababa police involved in the security of bazaar and festival takes place in ECMDE. The government can stop, postpone and change the contents of an event. In addition to that to generate the revenue and promote the cultures and natural resources of the country the government can reduce taxes and provide fast customs procedures. On top of that to organized critical events that affect the people safety the government will give permission otherwise impossible to organize such events.

In general political and legal challenges were moderate challenges for ECMDE during bazaar and festival.

4.4.5 Environmental challenges of Event logistics management on ECMDE

Table 4.17 analysis shows environmental challenges analysis in ECMDE. In this analysis the following variables were considered those variables were we faced poor waste reduction during grand bazaar and festivals, sound pollutions from stage and other sources (example, Generators), light pollutions from stage and other sources (example, Security light), the climate change affects

the visitors during bazaar and festivals in ECMDE, and we faced poor backup plan for bad weather in grand bazaar and festivals.

Table 4.17: Environmental challenges of Event logistics management on ECMDE

#	Variables	Mean	Std. Deviation
1	We faced poor waste reduction during grand bazaar and festivals	3.45	.994
2	Sound pollutions from stage and other sources (example, Generators)	3.91	.515
3	Light pollutions from stage and other sources (example, security light)	3.82	.577
4	The climate change affects the visitors during bazaar and festivals in ECMDE	3.64	.646
5	We faced poor backup plan for bad weather in grand bazaar and festivals	3.67	.769

(Source: Own Survey, 2020)

The above table of the environmental challenges of event logistics management implies that we faced poor waste reduction during grand bazaar and festivals (3.45), sound pollution from stage and other sources (example, Generators) (3.91), light pollution from stage and other sources (example, security light) (3.82), the climate change affects the visitors during bazaar and festivals in ECMDE (3.64) and we faced poor backup plan for bad weather in grand bazaar and festivals (3.67) were well faced challenges by ECMDE during bazaar and festival.

Waste generated at events site and venue surrounding have negatively impact on the events as well as the environment. The wastes generated are visible which cause the venue and host environment to be unsightly, unattractive have offensive odor and in extreme cases cause health problems.

Sound and light pollution observed in mega venues because they used high capacity sound systems and powerful light that affect the health of the human being. Specially, developing countries like Ethiopia the impact on the health problem is high.

The climate that is rain and high temperature affects the events. In ECMDE specially, in New Year event and sometimes in Ester grand bazaar and festival high rain exhibited it affects specially the outdoor area exhibitors and crowded visitors will not attend and ECMDE and organizers have not back up plan.

In general an environmental challenge well faced by ECMDE and it is a critical challenge.

4.4.6 Cultural challenges of Event logistics management on ECMDE

Table 4.18 analysis shows cultural challenges analysis in ECMDE. In this analysis the following variables were considered the entertainment presented in grand bazaar and festivals not convenient for age groups, the entertainment not fit with our culture, the goods provides by exhibitors out of Ethiopian culture, the food provides by exhibitors out of Ethiopian culture, and we faced cultural influence during bazaar and festival.

Table 4.18: Cultural challenges of Event logistics management on ECMDE

#	Variables	Mean	Standard Deviation
1	The entertainment presented in grand bazaar and festivals not convenient for age groups	3.27	1.056
2	The entertainment not fit with our culture	2.12	.999
3	The goods provides by exhibitors out of Ethiopian culture	2.28	1.202
4	The food provides by exhibitors out of Ethiopian culture	2.33	1.114
5	We faced out of Ethiopian cultural influence during bazaar and festivals	2.36	.985

(Source: Own Survey, 2020)

From the Cultural challenges of event logistics management the entertainment presented in grand bazaar and festival not convenient for age groups (3.27) was moderate faced challenges by ECMDE. Whereas, the entertainment not fit with our culture (2.12), the goods provides by exhibitors out of Ethiopian culture (2.28), the food provides by exhibitors out of Ethiopian culture (2.33) and we faced cultural influence during bazaar and festivals (2.36) were poorly faced challenges that did not critical challenges for the ECMDE.

The entertainments in any event consider the audience and the program compatible with the age group and fit with the culture of the audience. The catering, goods, music and other activities compatible with age group and not contradict the culture of a country.

Cultural challenges were moderate faced by ECMDE in the area of the entertainment is not fit the age group of the audience.

In general, the finding shows that social challenges of event logistics. There area of such Social challenges were exhibitors were not felt safe and secure in the ECMDE compound during bazaar and festival, Visitors were not felt safe and secure in the ECMDE compound during bazaar and festival and the event organizers have lack of real work experience to organize such grand bazaar and festival.so Social challenges in ECMDE are critical challenges.

The finding shows that technological challenges a critical challenge. Those technological challenges observed in the area were to manage traffic congestion during grand bazaar and festival in ECMDE, we faced checking point lack of modern equipment to manage long queue in the gate during grand, website of ECMED'S is not support the promotion exhibitors and visitors to attend the events, and we faced poor facilities (electric system, pavilions ventilation, catering, staging light and sound systems) in ECMED compound and failing to capture valuable event data. Such technological challenges were critical challenges.

According to the given analysis the economic challenges were critical challenges. In the area of parking shortage during grand bazaar and festivals in ECMDE, we faced capacity shortage (shortage on water, sewerage and toilet) in the ECMDE compound during bazaar and festivals, we faced input problems chair, table, shelf and other materials provide for exhibitors and organizers, we faced electric power shortage in the compound, and we faced accommodation problem to all exhibitors and visitors

Environmental challenges of event logistics management is one of the critical challenges. Those challenges were poor waste reduction during grand bazaar and festivals, sound pollution from stage and other sources (example, Generators), light pollutions from stage and other sources (example, security light), the climate change affects the visitors during bazaar and festivals in ECMDE, and we faced poor backup plan for bad weather in grand bazaar and festivals. All the above challenges were environmental challenges well faced by ECMDE. Those environmental challenges were critical challenges.

There were a moderate challenges of Political and Legal event logistics management challenges. Those moderate challenges were observed on high tax rate for oversea exhibitors and slow customs procedure for oversea exhibitors. Those challenges were moderate challenges of event logistics management in ECMDE.

Cultural challenges of event logistics management were not a critical challenge for ECMDE. It only respondents respond and considered a moderate challenges was entertainment presented in grand bazaar and festival not convenient for age groups for example no entertainment for children.

4.5 Inferential Statistics

4.5.1 Rank order analysis of Kendall’s Wallis Coefficient of Concordance Model.

Kendall’s Coefficient of Concordance model is very important model to ranking challenges from the most severe to the least challenges to event logistics challenges (Social, Technological, Economic, Political and Legal, Environmental and cultural challenge).

Kendall’s W Test

Ranks

Table 4.19: Kendall’s W Test

Challenges	Mean Rank
Social Challenges	3.60
Technological Challenges	4.60
Economic Challenges	5.40
Political and Legal Challenges	2.00
Environmental Challenges	4.00
Cultural Challenges	1.40

(Source: Own Survey, 2020)

The challenges in ECMDE during bazaar and festival the ranks of the severity as follow. Economic challenges (mean rank 5.40 is the first rank) were the most severe, next technological challenges (mean rank 4.6 is the second rank), environmental challenges (mean rank 4.00 is the third), social challenges (mean rank 3.60 is the fourth) respectively, but the political and legal challenges (mean rank 2.00 is the fifth) and cultural challenges (mean rank 1.40 is the six) were the least challenges in the sector.

According to the above table Kendall’s W Test (mean rank) economic challenges was a severe challenges in ECMDE during bazaar and festival. This severe economic challenges were parking space shortage, capacity problem in terms of water, toilet and sewerage shortage including the neatness problem, event input problems, electricity shortage and the accommodation problem. Next severe challenges were technological, environmental and social challenges respectively.

They comprised the challenges were traffic congestion management, checking point lack of modern equipment as a result long queue in the gate during ticketing observed, EMCDE website couldn't support the promotion, facilities problems (electric system, pavilions ventilation, stage light , stage sound and catering)and failure to capture valuable data. Poor waste reduction, sound and light pollution during in the entertainment, climate change (high sunny and rain) and week back up plan. Exhibitors and visitors were not felt safe and security as well as lack of real work experience to organize the events. But the impact of challenges in the political and legal and cultural issues is the least compare to the other respectively.

4.5.2 The Statistics

Table 4.20: Test Statistics

N	5
Kendall's W ^a	0.671
Chi-Square	16.771
df	5

a. is Kendall's Coefficient of Concordance

(Source: Own Survey, 2020)

Kendall's Coefficient of Concordance (Kendall's W^a) is always between 0 and 1. W value closer to zero imply no agreement in the respondents and W values closer to one imply agreement of the respondents (Kendall., W., 1939), according to the above table 4.20 analysis the Kendall's W is 0.67. It is closer to 1 it implies that the respondents agree with each other to a reasonable but not super high extent.

4.6 Qualitative Analysis

4.6.1 Group Discussion with Randomly Selected Employees and Stakeholders

The researcher selected 12 members for group discussion (ECMDE 5 tenure and supervisor employees and 7 from Private organizers, fire brigade, Federal Police, Addis Ababa Police, Cherkos Sub city representative) conducted, group discussion lead by researcher and based on the following questions the group provided their answer and information as follows but in the group discussion was unlimited the members provided any related information.

Q1. Can you please explain the situation conducted during grand bazaar and festival in three Ethiopian Holiday New Year, Christmas and Ester?

“ECMDE was not established for preparation of grand bazaar and festivals it was established when the “Derge” regime celebrate 10 years anniversary. The ECMDE have a lot of shortage: the venue is very near to place of living area in some area from the border not more than 6 meters far as a result difficult to handle the security and emergency happened to exit from the compound and the people affected by sound pollution and crowded. In addition to that estimated more than 6,000 people per day attended it is high crowded there is not standard and limit number of visitors per day in each day it also another difficult cases to manage the security, but we tried to handle and manage those issues by forming command post committee from ECMDE different departments and with external forces strong cooperation and team work among government security forces ,Federal police, Addis Ababa police, Sub city and “Woreda” administration and other stakeholders working to cope up the problems”.

Q2. What challenges you faced during grand bazaar and festival in the past years?

“As mentioned in the question 1, the venue was not established for such purposes so, from the gate of the visitors to departures a lot of challenges exists. Those challenges a lot of waiting line queue at the gate, checking points were boring and a lot of visitors could not tolerate and back to home, poor pathway to pass, visit, purchase and entertains. In addition, difficult to get the direction of toilet, not clean and enough toilet, a long queues waiting line, poor emergency exits, no enough water in the compound, security problems inside and outside the compound like thefts and others, high traffic conjunctions inside and round ECMDE, parking shortage and even security problem for vehicles, electric interruption and poor ventilation in pavilions.

Q3. Grand bazaar and festival to be effective and efficient, what should be done by ECMDE?

“Working as a team to solve the above challenges and for a time being maintaining and improve the efficiencies of the compound improving the electric system, ventilation the pavilions, used modern equipment for checking, additional toilet, improve the hospitality, expansion of the capacity, additional new feature fix on pavilions, stage, and new design project work should be done”

4.6.2 Observation

The researcher develop observation check list and critically observed the activities and the compound of the ECMDE compound. According, to my observation when we compare ECMDE venue with other venues in the world and in the Africa ECMDE has not comparable venue in terms of capacity, capability, and comfortable to visitors, exhibitors and organizers. According to Exhibition industry in the Middle East and Africa 2011-2012, 2nd Edition Ethiopia is ranked 19th Africa country in exhibition space. The largest exhibition space has South Africa (213,700 sq. m) and Ethiopia (4,200 sq. m) and according to UFI world map, December 19 there were 448 Exhibition center exists in world there space area more than 50,000 sq. m. So, the ECMDE cannot accommodate necessary facilities. ECMDE has very poor facilities, facilities like the water system; derange system, toilet system, the electric system, the stage, the sound system, the parking and traffic management. The whole capacity and furniture are very old and not attractive.

At the get large waiting line observed during ticketing and checking, manual checking strategy they used and two times manual checking to pass the gate sometimes it was very boring to wait visitors, exhibitors and stockholders.

In grand bazaar and festival the path way of pavilions and outdoor area rented and occupied by exhibitors so, there was not enough space for visitors, and they feel in security and great crowded, high humidity and not comfortable for exchange and entertain with festivals.

There is not backstage space, there was difficult for VIP pass to the gate and event across the compound there was in security. Unethical persons observed around the stage during entertainment, and they are the cause of discomfort for artists.

4.7 Secondary Data Analysis

4.7.1 Exhibition center and marketing Development Enterprise (ECMDE)

The ECMDE is the oldest venue in Addis Ababa Ethiopia (40 years). A total of space consists 2.4 hectare (24,000 square meters) pavilions (halls) and outdoor (refer table 4.21). It comprises four pavilions among of them one pavilion (pav-04) is used for gym purpose it is not used for grand bazaar and festivals events as a venue but the other three of them is used for grand bazaar

and festivals purpose .Each pavilion capacity to hold up to 90 booths and outdoor (open space) has a capacity for 140 stalls /hub-halls.

From the report of ECMDE (2018) indicates that the number of events annually organized in the ECMDE increased from 19 in 2002 to 31 in 2013 recorded a growth of 63.16% the pass eleven year. Within the same years the rented space for events increased dramatically from 13,000 sq. m in 2002 to 279,374 sq. m in 2013.

The events organized at ECMDE between July 2017 and June 2018 reveals that between 8 to10% out of a total of 36 events (listed both as “tentative” and “fixed”) have characteristics of a grand bazaar and festivals. Other events comprise trade fair, meetings, graduations, cultural exhibitions, anniversary celebrations and others. It is quite revealing that 32% of these events (i.e. eleven events) required space beyond the capacity of the three halls so that outdoor area had to be used. Some 15% (5) of the events occupied all three halls, 24% (8) required two of the three available halls and in 29% of the events one hall sufficed.

In the last five years between July 2014 and June 2018 the ECMDE compound rented for 4 private events organized to organize in grand bazaar and festivals (Ethiopian New Year, Christmas and Ester). Those private organizers are Century General Trading (5 times), Habesha Weekly Promotion (3 times), Eyhoa Addis Entertainment (6 times), Shakayna Trading (1 times) (refer table 4.23)

ECMDE marketing and sales strategies are allocated on a first-come, first-served basis and pricing differs among various available categories of events including indoor and outdoor space. In the indoor space area, a single stand (booth) has an area of 9 sq m which is the minimum allowable space. There is no minimum area set for out-door space allocation. In top of that ECMDE provides various services including free-of-charge stand construction elements (e.g. furniture and lighting including electricity power supply), specialized communication services like telephone, fax and e-mail, promotional campaign using different media, free listing of exhibits and exhibitors in the exhibition magazine, regular stand cleaning, on-site security and free visa application assistance to exhibitors. Additional services include discounts on hotel room charges with ECMDE / AACSA partner hotels, provision of transport services to and from hotels

to the exhibition center and the arrangement of reliable transit service with ECMDE/AACSA designated transit

Table 4.21: ECMDE Venues (pavilions and outdoor area usable and total area)

Pavilions	Usable (M ²)	Usable in %	Path way(M ²)	Path way in %	Total Area (M ²)
Pav-01	810	50.63	790	49.37	1,600
Pav-02	378	50.07	377	49.93	755
Pav-03	405	53.64	350	46.36	755
Sub Total	1,593	51.22	1,517	48.78	3,110
Outdoor Area	2140	75.49	695	24.51	2,835
Grand Total	3,733	62.79	2,212	37.21	5945

(Source, ECMDE document, 2018)

From the above table analysis the total capacity of pavilions and outdoor area are 5,945 M² and usable area 3,733 M² and in percentage the total usable area is 62.79%. According to The Exhibition Industry in the Middle East & Africa 2011-2012, 2nd Edition Ethiopia compare to other African countries has list venue space holder country. ECMDE venues is very narrow cannot accommodate many visitors, exhibitors, organizers and stakeholders.

4.7.2 ECMDE revenues by event categories in five years (July 2014 to June 2018)

ECMDE events divided into three categories the categories are Grand Bazaar and Festivals (in the eve of Ethiopian New Year, Christmas and Ester), General Trade Fair and Special Trade Fair. The grand bazaars and festivals are events the most famous entertain and trade fair in each year in the eve of Ethiopian New +Year, Ethiopian Christmas and Ethiopian Ester. The objectives of those events are to create holiday atmosphere, selling transaction, entertainment, crating unity among the people, temporary jobs opportunities for citizens, generate foreign currencies (from over sea exhibitors), build the image of the city and country at large and source of income to the hotel, transport and tourism.

Table 4.22.ECMDE revenues by event categories

No	Categories of Events	Number of exhibitors Local and Foreign (on average)	Number of Visitors Local & Foreign (on average)	Revenue in ETB 2014	Revenue in ETB 2015	Revenue in ETB 2016	Revenue in ETB 2017	Revenue in ETB 2018
1	Grand Bazaar and festival							
1.1	New year Eve	400	350,000					
1.2	Christmas Eve	400	350,000					
1.3	Ester Eve	400	350,000					
Sub Total		1,200	1,050,000	15,020,002.00	28,941,597.00	42,231,240.00	58,293,276.50	62,327,164.00
2	General Trade Fair							
2.1	Addis Ababa chamber of commerce	200	400					
2.2	Ethiopia chamber of commerce	130	400					
2.3	Eid al-fitr Expo	150	7000					
2.4	Federal Hibtet sera agency	250	12000					
Sub Total		730	19,800	5,939,056.91	9,238,855.07	6,795,378.65	7,499,006.93	8,028822.55
3	Special Trade Fair							
	Local Trade Fair	750	200					
	Foreign Trade Fair	50	200					
Sub Total		800	400	854,648.09	1,329,498.93	977,875.35	1,079,129.57	1,156,150.45
Grand Total		2,730	1,070,200	21,813, 707.00	39,509,951.00	50,004,494.00	66,871,413.00	71,512,137.00

(Source: ECMDE document,2018)

Table 4.22 shows one-year revenues collected, number of exhibitors and visitors from local and foreign attendants analyzed based on categories. The total numbers of visitors on the average attended in three categories of events were 98.11% of visitors attended in the Grand Bazaar and Festival, 1.85% of visitors attended in General Trade fair and 0.04% of visitors attended in Special Trade Fair.

From the total numbers of exhibitors attended in three categories of events in ECMDE venues were 43.96% exhibitors attended in the Grand Bazaar and Festival, 26.74 % of exhibitors attended in the General Trade fair and 29.30% exhibitors attended in Special Trade Fair

The analysis of the revenue in the five years (July 2014 to June 2018) in each year on the average in Grand Bazaar and Festival annual growth 45.89%, in General Trade Fair annual growth of 11.63% and in Special Trade Fair annual growth of 11,65%. Total revenue contribution by categories (2014-2018) 80.18 % ECMDE revenue generated from Grand Bazaar and Festival, 17.33% from General Trade and 2.49% from Special Trade fair. From these

analyses show the ECMDE huge amount of revenue generated, many visitors and exhibitors attended in Grand Bazaar and Festival. So, ECMDE a lot of budget and focus allocated in Grand Bazaar and Festival event that were for Ethiopian New Year, Christmas and Ester

4.7.3 Data related to the five years (July 2014 – June 2018) exhibitors bid win price

The last many years ECMDE venues in grand bazaar and festival events rented in bid for organizers with the capacity and full services the pavilions and all out door areas (a total area of 2.4 hector), materials used for partitions to making booth, energy from hydroelectric and generator, furniture tables, chairs, shelves, safety and security activities, technical support related to electricity and civil work, rub-hull, tents and waste management.

In the past few years (July 2014 June 2018) in grand bazaars and festivals ECMDE collected large amount of revenue and a lot of transactions and entertainment takes place, large number of exhibitors and visitors attended.

Table 4.23: the last five years event organizers in ECMDE

No	Year	Name of Grand Bazaars and festivals (Holidays)	Organizer company	Bid winning price in birr
1	2007	Ethiopian New	Century General Trading	6,055,555.55
		Ethiopian Christmas	Shakayna General Trading	6,100,001.00
		Ethiopian Ester	Century General Trading	4,471,555.55
2	2008	Ethiopian New Year	Habesh Weekly promotion	9,277,777.00
		Ethiopian Christmas	Eyoha Addis Entertainment	12,599,999.99
		Ethiopian Ester	Eyoha Addis Entertainment	9,599,999.99
3	2009	Ethiopian New Year	Century General Trading	15,555,555.55
		Ethiopian Christmas	Eyoha Addis Entertainment	17,616,000.00
		Ethiopian Ester	Eyoha Addis Entertainment	13,616,000.00
4	2010	Ethiopian New Year	Eyoha Addis Entertainment	22,027,000.28
		Ethiopian Christmas	Century General Trading	23,855,555.55
		Ethiopian Ester	Century General Trading	18,555,555.55
5	2011	Ethiopian New Year	Eyoha Addis Entertainment	20,670,000.27
		Ethiopian Christmas	Habesha weekly promotion	26,199,999.99
		Ethiopian Ester	Habesha weekly promotion	21,299,999.00

(Source: ECMDE report, 2018)

The above table shows in five years 15 grand bazaar and festival by four private organizers repetitively organized the events. Eyoha Addis Entertainment 6 events organized out of 15 events (40%), Century General Trading organized 5 events out of 15 events (33.33%), Habesha Weekly Promotion 3 events organized out of 15 (20%) and Shakayna General Trading 1 events out of 15 (6.67%). Those organizers are monopolized to organize an event. So, it is uniform and

similar events happened. To develop the sector new organizers come to the industry to share new experience and knowledge to the participant as a result the sector develops.

The win bid price (rented price) increased dramatically from year to year the analysis shows New Year 2014 (ETB 6,055,555.55) increased into 2018 ETB (20,670,000.27) in percent increased by 241.34% annually increased by 48.27% and in Christmas year 2014 (ETB 6,100,001.00) increased into 2018 (ETB 26,199,999.00) in percent increased by 329.51% annually increased by 65.90% and Ethiopian Ester in 2014 (ETB 4,471,555.55) increased in to 2018 in ETB (21,299,999.00) in percentage 376.34 % annually by 75.26%. Visitors ticketing price per head for one person in one day increased from ETB 10 (2014) in to ETB 50 (2018). From this analysis we concluded that the organizers were benefits from this business and make the computation high among organizers and monopolized by only four organizers in past five years it estimated a large of revenue collected and gain profit, and they promote their business. Revenue generated from ticketing, exhibitors booth rents and sponsorship.

4.8 Summary of the Chapter

This chapter has presented results, discussion and interpretation of the study on the assessment of the practices and challenges of Event Logistics Management in ECMDE, Addis Ababa. The findings were analyzed in the form of descriptive statistics by computing mean and standard deviation, inferential statistics by Kendal's Wallis coefficient of concordance of the rank order and presented using a table.

The descriptive data analysis show that there is a moderately practice on planning phase during supply of customers but poorly practiced on supply of product, supply of facilities, on-site logistics(execution phase) and shutdown practices(closing phase). In all three phases economical, technological, environmental, social, political, legal and cultural challenges ranked from severe to least challenges has a held different result while analyzed using both descriptive data analysis and inferential data analysis.

Different secondary documents analyzed to identify the trends of exhibitors, visitors, revenue, and the venue capacity of the ECMDE compound.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

In this chapter, a discussion of research findings is presented. Conclusions are drawn and recommendations were made in the study on Event Logistics Management practices and challenges in ECMDE.

5.1 Summary of major findings

The thesis was analyzed into three parts a) by using a descriptive approach to identify practice and challenge of the event logistics b) using inferential statistics namely, Kendall's Wallis Coefficient of Concordance Model of the rank order to determine and rank of challenges faced during the event logistics management and c) using qualitative analysis to triangulate data.

It emerged from different literature that the following were major event logistics management challenge: Social Challenges, Technological challenges, Economical challenges, Political and Legal Challenges, Environmental challenges and Cultural challenges. Therefore, the data were analyzed based on the aforementioned challenges using mean, standard deviation and Kendall's coefficient of Concordance as statistical tools.

According to the Kendall's Coefficient of Concordance (Kendall's W^a) rank order analysis model economic challenges (mean rank 5.40 is the first rank) were the most severe, next technological challenges (mean rank 4.6 is the second rank), environmental challenges (mean rank 4.00 is the third), social challenges (mean rank 3.60 is the fourth) respectively, but the political and legal challenges (mean rank 2.00 is the fifth) and cultural challenges (mean rank 1.40 is the six) were the least challenges in the sector.

- 1) The first severe challenge of event logistics management was economic challenges those challenges specifically inadequacy of parking area, capacity shortage (shortage of water supply, and inaccessibility of sewerage and toilet), shortage of furniture and utensils such as on chair, table, shelf and other materials for exhibitors and organizers, electric power shortage, and accommodation problems.
- 2) The second severe challenge of the event logistics management was technological challenges. These challenges were failure to manage traffic congestion, lack of modern and

appropriate equipment to manage checking points, and long queue in the gate, poor website that is not support to promote exhibitors and visitors, poor facilities(related to electric system, pavilions ventilation, stage light and sound systems and catering) and failing to capture and record valuable data

- 3) The third sever challenge of event logistics management was the environmental challenges. These challenges were waste reduction, sound pollution and light intensity from stage, climate change adaptation, and backup plan for bad weather.
- 4) The fourth severe challenge of the event logistics management was the social challenges. These challenges were safety and security and real work experience to organize an event.
- 5) The least challenges were political and legal and cultural challenges. These least challenges were high tax rate and slow customs procedure for oversea exhibitors and the entertainment is not convenient for age groups as it is not differences and diversities were not disaggregated during planning the event
- 6) According to the results of the descriptive statistics, the application of practice in the three-phase is rated by all respondents only supply of customer the arithmetic mean 3.21 moderate practice applied and the others supply of product, supply of facilities, event site logistics and shutdown practices the arithmetic mean below the neutral which interpreted as existence of poor practices overall

Planning Phase (Before of an event)

Supply of customers, supply of product and supply of facilities practices are planning phase practices of an event, each practices discussed as follows.

- **Supply of customer practice:** based on the findings the aggregated arithmetic mean 3.21 it implies that existence of moderately practiced supply of customer. The good supply of customer practices in the area of ECMDE is accessible for transport (4.41);visitors can departure easily from ECMDE compound (3.65), exhibitors repetitively attending in ECMDE (3.62), ECMDE is preferable venue for a means for interaction between exhibitors and visitors (3.56), exhibitors are satisfied by ECMDE service (3.10) and organizers are satisfied by ECMDE service(3.33) (based on the interviews and observation ECMDE has not a capacity and facilities to satisfy participant based on this ECMDE cannot deliver good service).Whereas in the area of ECMDE parking accommodate all traffics (2.78), the

international exhibitors were very happy for their sales (2.55), good hospitality during ticketing (2.08) were poorly supply of customer practiced. Even if the parking is safe for customers the mean was 3.03. But according to interviews conducted and researcher observation the parking is not safe.

- **Supply of product practice:** according to the findings of the study, the aggregated arithmetic mean is 2.739. It shows that there existed poorly practiced of supply of product. These poor practices were the exhibitors have access to transport the product to ECMDE and out of the ECMDE (Inbound and Reverse logistics) (2.98), the capacity of ECMDE can accommodate all exhibitors and visitors (2.35), the artists have enough backstage facilities (1.83), the entertainment accommodate all age groups (young, adult and older) (2.97), the organizers provide enough entertainment for children (2.46), It is an area accessible to shopping holiday materials for visitors (2.89), and it is an area for cheap product sale (1.93). Whereas in some areas observed moderately practices they were the organizers have provided enough number of musicians during the grand bazaar and festivals (3.38), the organizers have provided quality musicians during the grand bazaar and festivals (3.14) and the organizers have provided acceptable (by visitors) musicians during the grand bazaar and festivals (3.46)
- **Supply of Facilities Practices:** based on the findings of the study, the aggregated arithmetic mean is 2.54. This implicates that existence of supply of facilities were poorly practices. These poorly practiced area were secure for visitors and exhibitors, the checking point, the checking points used modern equipment, electric system, high electric interruption, source of electricity in addition to Hydroelectric, electricity provide for exhibitors, the pavilion air circulation system, accessibility of water tap in the compound, sewerage system, reliable sewerage system, rest room, the rest room convenience for the people, the rest room is clear and have enough water system, the stage is accessible for audience, the stage sound system (speaker and others), the stage light system enough and accessible restaurant found in ECMDE, cheap restaurant found in ECMDE and ECMDE provide chair, table, shelf and other materials for exhibitors and organizers.

Execution Phase (During an Event)

- Execution phase is On Sit (Event Site) logistics Practices: According to the findings of the study, the aggregated arithmetic mean was 2.64. It implies that poorly practiced on-site logistics. These poorly practices on flow of equipment in the site during preparation, flow of artists during festivals time, media coverage in the event session, reasonable price of food and beverage, flow of VIP in and out, passage through pavilion and hub-hall. each day's the compound of ECMDE clearing (waste management), emergency procedures (emergency service available) and capacity to handle international business fair (like hallmark and mega events).Whereas moderately practiced on enough fire brigade in the compound and accessible food and beverage in the compound.

Closing Phase (After an Event)

- The closing phase is the Shutdown Practices: Based on the findings of the study, the aggregated arithmetic mean was 2.78. It shows that poorly practiced in shutdown. These poorly practices in the area of removal of equipment and goods, access of fast exit clearness permission, fast removal of rub-hall and electric system, during evacuate the exhibitors and organizers the checking process is efficient and efficient clearing system at the end of an event
7. Based on secondary data of the findings of the study, were the total indoor and outdoor and the usable area of ECMDE is 3,733 sq m. Compared to other countries it is the smallest exhibition venue, the structure, infrastructure, equipment, and in general the capacity is not capable to organize an international and big events. The Revenue generated from grand bazaar and festival by ECMDE in year 2014-2018 increased by 45.89% per year. The rented price by organizers (bid price) from 2014-2018 increased by 241.34%

5.2 Conclusion

The purpose of this study is to assess the practices and challenges of event logistics management in ECMDE .Based on this objective, the following conclusion drawn.

The empirical evidence from this study indicates that practice of supply of customer, supply of product, supply of facilities, event site logistics, and shutdown practices. Supply of customer

practices is moderately exercised practice in ECMDE, but the others practices such as supply of facilities practices, event site logistics practices, and shutdown practices were poorly exercised practices.

The major event challenges were economic challenges, technological challenges, social challenges, Environmental, political, legal challenges and cultural challenges. Those challenges were highly contributed of inefficiency, ineffectiveness and negative impact on the event logistics management in ECMDE.

- 1) In conclusion, the first severe challenges of event logistics management were economic challenges: transport management, capacity, facility, input challenges. These challenges impact is very critical it affects efficiency and effectiveness of grand bazaar and festival in ECMDE.
- 2) Based on the findings the next severe challenges of event logistics management were technological challenges. Failure Managing traffic congestion, modern equipment, poor website, and poor facilities affects the performance of an event and failing to capture valuable data (recode the histories and trends) as a result difficult to improve the effectiveness and efficiency of an event.
- 3) The present findings confirmed the other the third severe challenges of event logistics management were the environmental challenges. These challenges were poor waste reduction, sound pollution from stage, generator, and light pollution from stage, climate change display items to weather induced damage and backup plan for bad weather.
- 4) The study concluded that other major challenges of event logistics management were the social challenges. These challenges were poor standard of safety and security procedures the participant exhibited insecurity and lack of experience to organized effective and efficient event (poor professionalism finding from the study)
- 5) Based on the findings the other conclusion is the least challenges were political, legal, and cultural challenges. These least challenges were high tax rate paid in customs for oversea exhibitors, slow customs procedure for oversea exhibitors and the entertainment is not convenient for age groups (is not segmented).
- 6) The study concluded that the event logistics management practice of ECMDE in three phases. Based on the findings concluded that moderately practices and poorly practiced of

ECMDE. On the moderately practice exhibited in planning phase only in supply of the customer and poorly practiced exhibited in all three phases supply of product, supply of facility(planning phase),event-site logistics(execution phase) and shutdown(closing phase).

- **Planning phase:** based on the finding concluded that exhibited moderately practiced in supply of customer in the area of accessible for transport, visitors can departure easily from ECMDE compound however, Exhibited poorly supply of customer practice in the area of parking can't accommodate all traffics, the international exhibitors were not happy for their sales, there was not good hospitality during ticketing, and parking was not safe for customers, poorly practiced on supply of products inbound and reverse logistics, the capacity of ECMDE could not accommodate all exhibitors and visitors, the artists had not enough backstage facilities, the entertainment could not accommodate all age groups (young, adult and older), and could not provide space for children and childcare. Poorly supply of facilities practices related to the capability issues security, the checking point on the gate, the checking equipment, electric system interruption, the pavilion air circulation system, supply of water tap in the compound and sewerage, the stage is accessible for audience, the stage have good sound system (speaker and others) and light system, accessible and reasonable restaurant provide enough chair, table, shelf and other materials provide for exhibitors and organizers
- **Execution phase:** poorly On Sit (Event Site) logistics Practices according to the findings concluded that poorly practiced on-site logistics on flow of equipment in the site during preparation, flow of artists during festivals time, media coverage in the event session, reasonable price of food and beverage, flow of VIP in and out, passage through pavilion and hub-hall, each day's the compound of ECMDE clearing (waste management), emergency procedures (emergency service available) and capacity to handle international business fair (like hallmark and mega events).
- **Closing Phase:** based on the findings concluded that poorly practiced in shutdown events on the area of removal of equipment and goods, access of fast exit clearness permission, fast removal of rub-hall and electric system, during evacuate the exhibitors and organizers the checking process is efficient and efficient and fast clearing system at the end of an event

- 7) In conclusion the ECMDE total indoor and outdoor the usable area is compare to other countries it is the smallest exhibition venue, the structure, infrastructure, equipment, and in general the capacity is not capable to organize an international and big events. ECMDE Revenue generated from grand bazaar and festival increased very dramatically from year to year, the bidding price increased and only very limited number of exhibitor organized grand bazaar and festival at ECMDE in the past many years.

5.3 Recommendations

Based on the findings the study the following recommendations proposed as a means of alleviating the problem found;

- 1) The study recommends during planning phase should upgrading the infrastructures(parking space, management of traffic congestion, electricity, water system, sewerage system, checking point equipment and information technology including the website), stakeholders should coordinate and jointly prepare appropriate logistics plan, should assess the risk before execution phase, provide oversea exhibitors registration procedures and incentives, should provide training for parking staffs and ticketing staffs to improve the hospitality, provide quantity and quality of an input furniture, provide additional high capacity generator to cope up high demand of electricity during the peak hour, develop good website to easily communicate with the participants and other stakeholders. There should be provision and access of backstage facilities for artists, the entertainment provide to accommodate all age groups, provide child care area, locate the rest rooms, catering to coordinate with service providers and locate fire extinguishers nearest exits in case of emergency
- 2) The study recommends during execution phase (on-site (event site) logistics) should be provided to maximize the efficiency and effectiveness of grand bazaar and festival the flow of equipment, good, artists and VIP to be fast, should draw up site plan and identify any equipment, it should be focused on managing crowded, the path way enough space and free from obstacles. Waste management system should be implemented in order to remove waste, on time cleaning the compound, emergency procedures protocols should be provided, additional expansion building, space and features needed to handle international and big events.

- 3) It is also recommended that during closing phase in shutdown event should focus on increasing the efficiency of the staff to fast removal of equipment, goods, booth and other temporary building and installations provide ready for next event. Should improve the service on focus of fast exit clearness permission procedures and fast checking on evacuation of participants.
- 4) Finally, it is recommended that improvement of standard of venues should be done from low to high level standard, to be the best selected venue in East Africa and competent with developed countries. New venue building and expanded the existing venue by adding additional space, new features, infrastructures, equipment and buildings should be done by ECMDE in order to accommodate big events, generate the revenue, hard currency, a means of attracting foreigners, tourism, and to build the image of the country at large.

5.4 Future Studies

The researcher focus on event logistics management practices and challenges in ECMDE, the target was in one single venue practice and challenges in ECMDE. As compared with other social science disciplines the event logistics management is very young, thus difficult to obtain related literature; the discipline is not well-known in Ethiopia, and difficult to get study. Hence, to develop the literatures in the area should be done a lot of researches. A research needed in the area of how the event logistics management impacts on the economy development, how the local community economically benefited from the event, a research could also be conducted for finding out what the exact social impacts of the event are and to what extent the community benefits and suffers from them and also included how to attract oversea exhibitors.

References

- Arcodia, C. and Reid, S. (2005). *Event Management Association and the Provision of Services*. Journal of Convention & Event Tourism. 6(4). Pp. 5-25.
- Argan, M. (2007). *Events Design and Experience, Events Management Series*. 1sted, Elsevier.
- Bagshaw, B.K. (2017). *Integration Logistics Management Through Warehousing and Inventory Management to Spawn High Market Share and Profitability*. Journal of Marketing and Customer Research Vol. 39.
- Berridge, G. (2007). *Events Design and Experience, Events Management Series*. 1sted. Burlington: Elsevier.
- Bhe, T. (2004). *Event management and best practices*. Austin, TX: IBM, International Technical Support Organization.
- Bowdin, G. (2006). *Identifying and Analyzing Research Undertaken in the Events Industry: A Literature Review for people 1st*. Leeds Metropolitan University: Leeds.
- Bryman, A., and Bell, E. (2007). *Business research methods (2nd ed)*. Oxford University press.
- Chartered Institute of Logistics and Transport (UK, 2005).
- Der Wagen, L. (2001). *Event Management: For tourism, cultural, business and sporting events*. Sydney: Hospitality Press Melbourne
- ECMDE (2018). *Annual Report 2017*
- ECMDE (2019). *Annual Report 2018*
- Eckerstein, A. (2002). *Evaluation of Event management, international management*. Master Thesis. Goteborg.
- Edmunds, H. (2019). *The Focus Group Research Handbook*. 1st ed. USA: McGraw-Hill
- Exhibition industry in the Middle East and Africa (2013). [Available] at <https://www.ufi.org>. [Accessed on April 05 2020]
- Facevents. (2012). *Waste Management*. London Events Forum: London.
- Festivals in Ghana (2017). [Available] at [https:// www.ghana.travel](https://www.ghana.travel). [Accessed on March 20 2020]
- Getz, D. (2005). *Event management & event tourism*. New York: Cognizant Communication Corporation.
- Getz, D. (2007). *Event studies: Theory, Research and policy for planned events*. Oxford: Elsevier.
- Getz, D. (2008). *Event tourism: Definition, evolution, and research*. *Tourism Management*, 29(3), pp.403-428.

- Getz, D. (1989). *Special events: Defining the product*. *Tourism Management*, 10(2), 135-137.
- Glenn, A., Johnny, A., Robert, H. and Ian, M. (2006). *Event Management*. 2nd ed. London: Taylor and Francis Group.
- Global Association of the Exhibition Industry (2018).[Available] at <https://www.ufi.org/wp-content>[Accessed on May 2020}.
- Global Association of the Exhibition Industry (2013).The Exhibition Industry in the Middle East & Africa 2011-2012 Report 2nd Edition, UFI Middle East & Africa Regional Office UFI.
- Goldblatt, J. (1996). *Event Management & Event Tourism*. *Festival Management and Event Tourism*, 4(3), pp.157-158.
- Goldblatt, J. (2002). *Special events: best practices in modern event management*. New York;Chichester: Wiley.
- Graham, S., Neirotti, L.D. and Goldblatt, J.J. (2001).*The Ultimate Guide to Sports Marketing*. New York: McGraw-Hill.
- Herold et al (2019). *Sport logistics management: reviewing and line marketing a new field*. *The international journal of logistics*. Pp. 1-28.
- Kjetil, H. (2011). *Event Logistics*.Tapir Academic Press, AIT Oslo AS.
- Krueger., R &Casey, M.(200).*Focus Groups. A Practical Guide for Applied Reserch*.3^{ed}.London: Saga publications.inc
- Kimmeskamp, V.(2009). *An International survey on Strategic Challenges in Exhibition Logistics: approach and first results*. Working paper.IEL
- Kotari,C.,(2004). *Research Methodology Methods and Techniques*, 2nded.New Age International Publishers.
- Matheson, VA. (2006).*Mega-events: The effect of the world's biggest sporting events on local, regional, and national economy*, *The Business of Sports*, 1, 2-21.
- Minis, I., Paraschi, M. and Tzimourtas,A.(2006).*The design of logistics operations for the Olympic Games*. *International Journal of Physical Distribution & Logistics Management*, 36(8), pp.621-642.
- McDonnell, I., Allen, J., William. O (1999). *Festival and Special Event Management*. Milton: John Wiley & Sons Australia, Ltd.
- Moray Council, (2007).*Events Management*. Scotland: Uk. [Available at <https://www.waste@moray.gov.uk>. [Accessed on March 30/2020]
- O'Toole,W.J.(2009)*Event Project Mangement system*. *Project Management System* [Available]at http://www.personal.usyd.edu.au/~wotoole/EPMS_Planning/Function_areas/feasibility.html. [Accessed on March 04 2020]

- Natalia., K (2013). *Developing Best Practices in Event Management*. 1st ed. Mikkeli: Vapamuotoisis Julkaisuja
- Raj. R., Walters, P. and Tahir, R. (2009). *Events management*. London: SAGE.
- Samuel, B. (2017). *A study of Events Organized by hospitality industries in Accra, Ghana*. African Journal of Hospitality, Tourism & leisure, Volume 6(4)
- Sekaran., U. (2003). *Research Methods for Business A skill-Building Approach*. 4^{ed}. USA: John Wiley & Sons
- Shone, A. & Parry, B. (2004) *Successful Event Management, A Practical Handbook*. London: Thomson Learning.
- Shone, A., and Parry, B. (2019). *Successful event management*. Andover, Hampshire: Cengage Learning.
- Silvers, J. R. (2004). *Professional Event Coordination*, New Jersey: John Wiley & Sons Inc..
- Silvers, J. R. (2008). *Risk Management for Meetings and Events*, Butterworth-Heinemann, Burlington.
- Tassiopoulos, D. (2005). *Event Management: A Professional and Developmental Approach*, 2nd Ed., Juta Academic, Lansdowne.
- The Operating System for Events. [Available] at <https://www.gevm.com>. [accessed on 18 March, 2020]
- Thamnopoulos, Y., & Gargalianos, D. (2002). *Ticketing of Large Scale Events: The case of Sydney 2000 Olympic Games, Facilities*, 20(1/2), 22-32.
- Theocharis., N. (2008). *.Event Tourism: Examining the management of sports events from a physical approach*, Synergy Forum, Athens.
- Thomas., O., Hermes, B. & Loos., P. (2008). *Reference Model-Based Event Management*. International Journal of Event Management Research, 4(1), 38-57.
- Thompson, J. (2001). *Management of Event Operations 1st ed*. London: Elsevier Ltd
- Turn., J., Norton., P., and Nevan., J. (2006). *Management of Event Operation (2nd ed.)*. Amsterdam: Elsevier Ltd.
- United Nations Industrial Development Organization (2019). *The Ethiopian Trade Show and Exhibition Sector Assessment & Potential in the Context of Global & Regional Sectorial Development*. [available] at <https://www.unido.org>. [Accessed on 09 march, 2020]
- Van der Wagen, L. (2001). *Event Management*. Melbourne: Hospitality Press.
- Yeoman, I. (2006). *Festival and events management*. Amsterdam: Elsevier Butterworth-Heinemann.

- Yurdugül, H. (2008). *Minimum Sample Size for Cronbach's coefficient alpha: A Monte-Carlo study*. Hacettepe UniversitiesEğitimFakültesiDergisi, 35, pp. 397-405.
- Wagen, L. V. (2005). *Event Management: For Tourism, Cultural, Business and Sporting Events*, 2nd ed., Australia:Pearson Education
- Waters., D. (2003). *Global Logistics and Distribution Planning. Strategies for Management*. 4th ed. London:Kogan Page.
- World Bank (2016). 2016 Country Profile "Enterprise Surveys The World Bank Group". Washington DC, USA. [Available] at <https://www.enterprise-surveys.org>. [Accessed on May 07 2020]
- World Map of Exhibition Venue (2007). [Available] at <https://www.ufi.org> [Accessed on May 2020]
- World Map of Exhibition Venues. (2017). [Available] at <https://www.ufi.org> [Accessed on May 2020]

ANNEX
Annex I. Questionnaires
ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE EVENT
LOGISTICS MANAGEMENT SURVEY QUESTIONNAIRE

This questionnaire is part of a thesis work required by Addis Ababa University School of commerce as a partial requirement for the award of a Master of art in Logistics & Supply chain management. The questionnaire is designed to solicit your independent views on “Event Logistics Management Practices and Challenges in ECMDE Addis Ababa, Ethiopia.” All information provided shall be treated as confidential and used strictly for academic purpose. Please answer the following questions freely without indicating your name.

Part one Background Data

- 1.
2. What is your age? Less than 20 years..... 21-30 years..... 31-40 years.....
41-50 years..... 51 years and above.....
3. Marital Status: Never married..... Married..... Divorced..... Separated.....
4. What is your level of education? Certificate..... Diploma..... 1st Degree..... 2nd Degree.....Other, please specify.....
5. Profession: Marketing Engineer Event organizer..... Safety and Security..... Engineer.....
6. Positions of the staff areyou? Management Junior Staff..... Senior Staff.....
7. Which department do you work? Marketing department Technique department.....Safety and Security department..... HR and General Service department..... Procurement and Property Department..... Finance department.....sales.....
Other specify.....

Part II Event Logistics Management Practices				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5
Please the extent to which you agree with the following as practices				
Supply Of customer practices				
1. ECMDE is accessible for transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. ECMDE parking accommodate all traffics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The parking is safe for the customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Visitors can departure easily from ECMDE compound during grand bazaar and festivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The exhibitors are satisfied by ECMDE service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The organizers are satisfied by ECMDE service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The international exhibitors are very happy for their sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Exhibitors repetitively attended in ECMDE in the past five years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. ECMDE is preferable venue for a means for interaction between of exhibitors and visitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Good hospitality during ticketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply of Product practices				
1. The exhibitors have an access to transport there product in to ECMDE and out of ECMDE (Inbound and Reverse logistics)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The capacity of ECMDE can accommodate all exhibitors and visitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The organizers have provided enough number of musicians during the grand bazaar and festivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The organizers have provided quality musicians during the grand bazaar and festivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The organizers have provide acceptable (by visitors) musicians during the grand bazaar and festivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The artists have enough backstage facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The entertainment accommodate all age groups (young, adult and older)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The organizers provide enough entertainment for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. It is an area accessible to shopping holiday materials for visitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. It is an area for cheap product sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply of Facilities practices				
1. ECMDE compound is secured for visitors and exhibitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The checking point is the boring for the visitors and exhibitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The checking points used modern equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The visitors and exhibitors are feeling secured in the compound of ECMDE during the event	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The electric system of the ECMDE compound is reliable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. ECMDE used others source of electricity in addition to Hydroelectric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Enough electricity provide for exhibitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. high interruption of the electricity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The pavilion has enough air circulation system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Enough and accessible water tap in the compound	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The water system not interrupted it is reliable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. enough sewerage system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. reliable sewerage system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. have enough rest room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. the rest room is convenience for the people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. the rest room is clear and have enough water system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. the stage is accessible for audience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. the stage have good sound system (speaker and others)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. the stage have good light system (speaker and others)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. enough and accessible restaurant found in ECMDE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. cheap restaurant found in ECMDE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. ECMDE provide enough chair, table, shelf, and other materials provide for exhibitors and organizers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Event Site Logistics practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. Efficient flow of equipment in the site during preparation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Efficient flow of artists during festivals time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Media coverage in the event session	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Accessible food and beverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Reasonable price of food and beverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. It is good flow of VIP in and out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Enough passage through pavilion and hub-hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Each day's the compound of ECMDE clearing (waste management)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The ECMDE has emergency procedures (emergency service available)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Enough fire brigade in the compound	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. ECMDE has the capacity to handle international business fair (like hallmark and mega events)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shutdown practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. Efficient removal of equipment and goods of exhibitors and organizers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Access fast exit clearness permission from ECMDE and organizers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Fast removal of rub-hall and electric system from compounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Efficient event shutdown in each event days	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. During evacuate the exhibitors and organizers the checking process efficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. efficient clearing system at the end (ECMDE compound)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. effective clearing system at the end (ECMDE compound)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please mention others if any.....

.....

.....

Event Logistics Management Challenges

Different literatures identified the following Event Logistics Management Challenges. Please rate the challenge that faces from the following lists.

Please rate the following Event Logistics Management Challenges. Please tick;

Part III Event Logistics Management Challenges					
Never faced	Poorly faced	Moderately faced	Well faced.	Extensively faced	
1	2	3	4	5	
Please the extent to which you faced with the following as Challenges					
Challenges	1	2	3	4	5
Social challenges					
1. Exhibitors are not feel safe and secure during grand bazaar and festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Visitors are not feel safe and secure during grand bazaar and festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Visitors overspending during grand bazaar and festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Lack of real work experience to organized an events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Not enough visitors in each grand bazaar and festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological challenges					
1. We faced challenges to manage traffic congestion during grand bazaar and festival in ECMDE					
2. We faced checking point lack of modern equipment to manage long queue in the gate during grand bazaar and festival in ECMDE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. website of ECMED's is not support the promotion exhibitors and visitors to attend the events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. We faced poor facilities (electric system, pavilions ventilation, staging light, catering and sound systems) in ECMDE compound	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Failing to capture valuable event data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic challenges					
1. We faced parking shortage during grand bazaar and festival in ECMDE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. We faced capacity shortage (shortage on water, sewerage and toilet) in the ECMDE compound during grand bazaar and festivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. We faced input problems chair, table, shelf, and other materials provide for exhibitors and organizers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. We faced electric power shortage in the compound	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. We faced accommodate problem all exhibitors and visitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political and legal challenges					
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. We faced high government regulation in grand Bazaar and festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. We faced high government interference in grand bazaar and festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. High tax rate for oversea exhibitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Slow customs procedure for oversea exhibitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. We faced lengthy bureaucratic procedures to get permission for preparing events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. We faced poor waste reduction during grand bazaar and festivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Sound pollutions from stage and other sources (example Generators)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Light pollutions from stage and other sources (example Security light)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The climate change affects the visitors during bazaar and festivals in ECMDE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. We faced poor backup plan for bad weather in grand bazaar and festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. The entertainment presented in grand bazaar and festival not convenient for age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The entertainment not fit with our culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The goods provides by exhibitors out of Ethiopian culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The food provides by exhibitors out of Ethiopian Culture					
5. We faced out of Ethiopian cultural influence during bazaar and festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If there are Event Logistics management Challenges which you are facing and that are not mentioned, please list them on the space provided.....

Annex II Interview Questions

Interview Questions for ECMDE staffs, organizers, and stakeholders

- 1) What are good practices of ECMDE?
- 2) What are the challenges in ECMDE?
- 3) Did ECMDE have enough capacity (facilities) and capability to prepare international events?
- 4) Do ECMDE have enough capacity (facility) to prepare the international events?

Annex III Group Discussion Questions

The researcher selected 12 members for group discussion (ECMDE 5 tenure and supervisor employees and 7 from Private organizers, fire brigade, Federal Police, Addis Ababa Police, Cherkos Sub city representative) conduct group discussion based on the following questions but in the group discussion is unlimited the members can provide any related information.

- 1) Can you please explain the situation and practices conducted during grand bazaar and festival in three Ethiopian Holidays New Year, Christmas and Ester?
- 2) What challenges you faced during grand bazaar and festival in the past years?
- 3) Grand bazaar and festival to be effective and efficient, what should be done by ECMDE?

Annex IV Observation check list

- 1) Transportation- will people travel long distances to ECMDE event?
- 2) Is there parking and easy access from mass transit?
- 3) When is ECMDE location available?
- 4) What is the capacity of electricity?
- 5) The organizers collect written confirmation from entertainment?
- 6) Did ECMDE built website and optimized it for search engines?
- 7) ECMDE build online event registration form?
- 8) ECMDE if using music, do apply for a noise permit?
- 9) Do ECMDE provide portable toilet, fireworks, marquee and generators?
- 10) Do ECMDE conduct risk assessment involving all key stakeholders?
- 11) Do ECMDE crate risk management plan?
- 12) How wet weather managed?
- 13) How crowd control?
- 14) How notify Federal police, Addis Ababa police, and fire brigades?
- 15) Do ECMDE develop Waste management plan?
- 16) Do ECMDE design traffic plan including: Signage, disable parking, VIP parking, pedestrian access, car parking area, entry and exit points, lighting and alternative transport?
- 17) Does the design plan of venue / event site of ECMDE good?
- 18) Do the toilet clean and enough water for flash?
- 19) Is there enough sewerage system in the compound?
- 20) Do ECMDE working with stakeholders in team work?
- 21) Is there good hospitality at the gate?
- 22) Is there fast at the checking point fast, used modern technology for safety and security?
- 23) Is there remove all equipment and rubbish?
- 24) Is there at the end of event evaluation with key stakeholders?
- 25) How queues in gate, and toilet minimized?

Annex V. Questionnaires to develop statement of the problem
ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

EVENT LOGISTICS MANAGEMENT STATEMENT OF THE PROBLEM
IDENTIFICATION QUESTIONNAIRES.

This questionnaire is part of a thesis work required by Addis Ababa University School of commerce as a partial requirement for the award of a Master of art in Logistics & Supply chain management. Currently, there is not enough literature Related to this topic and there is no one thesis done in Ethiopian context , so it is the first work, then to identify the statement of the problem of this research title “Event Logistics Management Practices and Challenges in ECMDE Addis Ababa, Ethiopia” I prepaid this interview questionnaire. All information provided shall be treated as confidential and used strictly for Academic purpose. Please answer the following questions freely without indicating your name.

Part one Background Data

1. Your Gender? Male..... Female.....
2. What is your age? Less than 20 years..... 21-30 years..... 31-40 years..... 41-50 years..... 51 years and above.....
3. What is your level of education? Certificate..... Diploma..... 1st Degree..... 2nd Degree.....Other, please specify.....
5. Profession: Marketing Engineer..... Event organizer..... Safety and Security..... Engineer..... Others.....
6. Positions of the staff are you? Management Junior Staff..... Senior Staff.....
Other specify.....

Interview Questions

- 1) How many years you know ECMDE compound?
- 2) What is the purpose/objective to build ECMDE compound please can you mention.....
.....

3) ECMDE is capable to conduct mega events, hallmark events? If No please mention the reasons

.....
.....

4) What are the major problems and challenges related to the following :

- a) On the gate (ticketing)?
- b) Around the stage and stage equipment (sound and light systems)?
- c) ECMDE compound design appropriate to the events?
- d) During the event the construction of sub-hall and tents?
- e) The pavilions have ventilation, exits, space....?
- f) The water systems?
- g) Electric systems?
- h) Toilets systems?
- i) Stakeholder cooperation (federal police, Addis Ababa police, country security system, etc.)?
- j) Capability of ECMDE staffs?
- k) Political interferences during the events?
- l) Parking and other traffic related?
- m) Customs / tax process speeds for oversea exhibitors?

Please specify other problems you have.

- 1)
- 2)
- 3)
- 4)

VI Plagiarism Check Report

Mon, May 25, 8:58 AM (12 days ago)

Matiwos

Ensermu <matiwos.ensermu@aau.edu.et>

to me

Dear Yohannes!

Congratulations, it is only 4%.

But print the report and attach to your paper.

Correct that 65% issue.

----- Forwarded message -----

From: <report@analysis.orkund.com>

Date: Mon, 25 May 2020, 18:55

Subject: [Urkund] 4% similarity - bentiyohannes19@gmail.com

To: <matiwos.ensermu@aau.edu.et>

Document sent by: bentiyohannes19@gmail.com

Document received: 5/25/2020 5:51:00 PM

Report generated 5/25/2020 5:55:11 PM by Urkund's system for automatic control.

Student message: Dear Dr. Matiwos ,

My final Thesis I attached with this email. Please conform me you received it.

Your Sincerely,

Yohannes G/M

Document : Yohannes LSCM Thesis.docx [D72664447]

IMPORTANT! The analysis contains 2 warning(s).

About 4% of this document consists of text similar to text found in 33 sources. The largest marking is 54 words long and is 65% similar to its primary source.

PLEASE NOTE that the above figures do not automatically mean that there is plagiarism in the document. There may be good reasons as to why parts of a text also appear in other sources. For a reasonable suspicion of academic dishonesty to present itself, the analysis, possibly found sources and the original document need to be examined closely.

Click here to open the analysis:

<https://secure.orkund.com/view/70150161-979796-171910>

Click here to download the document:

<https://secure.orkund.com/archive/download/72664447-208453-301776>