

**STRATEGIC PLANNING OF FOOTBALL CLUBS IN THE  
KENYA PREMIER LEAGUE**

**BY**

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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL  
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## DECLARATION

This management research project is my original work and has not been presented for examination in any other university.


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This management research project has been submitted for examination with my approval as university supervisor.

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## DEDICATION

This project is dedicated to my parents, who without their constant encouragement, splendid example and utter belief in me, this and many other of life's projects would not have even started. Thank you for your faith in me, your providence and the sense of direction that you readily give.

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An undertaking of this nature is not done alone and while it is impossible to individually thank everyone let me nevertheless try to acknowledge a few special personalities.

Without my Father in heaven, all is vain. Similarly His presence through those rough days, His blessed assurance, miraculous provision as well as strength of both body and mind that I had during this hectic time of my postgraduate studies.

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## **ABSTRACT**

This study was divided into five chapters, each dealing with a specific theme. In Chapter one, the research problem was laid out and the study objectives discussed. The study aimed at determining the strategic planning practices and strategic planning challenges of football clubs in the Kenya Premier League. The second chapter was devoted to a thorough and systematic analysis of the available literature concerning the key thematic areas of the study. Chapter three laid out the research methodology, with Chapter four concentrating on the presentation of the research findings. The last chapter dealt with summarizing the various research findings as well giving recommendations and concluding remarks.

Broadly the research established that football clubs within the Kenya Premier League practice strategic planning, however, the study concluded that formal strategic planning was still at its formative stage. Some of the challenges that were highlighted as impacting on the strategic planning process economic trends, political and legal forces as well as inadequate resources.

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Strategic planning has been touted as one of modern management's most potent weapon in regards to the eventual success of the organisation. Management scholars and practitioners continue to attach much importance and relevance to the strategic planning in all its various forms in the firm belief that on average organisations which practice strategic planning are better off than those that do not. Within the corporate field organisations have practiced strategic planning for a long time, however, other organisations seem to have joined the strategic planning bandwagon.

Sports organisations world over, and increasingly in Kenya, are attracting major commercial interests. With the commercialization of sports, it is to be expected that purely corporate business concepts and philosophies are bound to find their way in sports management. One of these key corporate philosophies is that of strategic planning.

This paper attempts to uncover the strategic planning of football clubs in the Kenya Premier League with a view to bridge the knowledge gap that exists in regards to strategic planning in sports organisations and particularly Kenyan football clubs. Other questions of interest include what, if any, the challenges that these football clubs face in their strategic planning efforts.

#### **1.1.1 Strategic Planning Practices**

There are several definitions in management literature of what constitutes strategic planning but there is no universally accepted definition (Brews & Purohit, 2007). These differences on opinion on what really constitutes strategic planning is as a result of a lively debate within

management circles as to whether strategy, and by extension strategic planning is emergent or deliberate (Grant, 2003).

The benefits of strategic planning to organisations are varied. These may include; providing a structured means of analysis and thinking to management, encourage management to question the premises that their corporate strategies are based on, encouraging a longer term view and providing a means of coordination (Johnson, Scholes & Whittington, 2005). Other studies have tried to investigate the link between strategic planning and performance (Waititu, 2006, Koufopolous & Morgan, 1994, Miller & Cardinal, 1994). Conflicting conclusions have been arrived in regards to the causal relationship, if any at all, that may exist between strategic planning and performance. Evidence seems to suggest that there exist a positive relationship between the two (Miller & Cardinal, 1994, Greenley, 1994).

Blackerby (1994) notes that until the mid 1980's strategic planning remained mostly a private sector undertaking with notions of customers, marketing, industry growth, market share and risk management being foreign to the public sector and the not for profit organisations. However, strategic planning is not the preserve of corporate entities. The concept of strategic planning is increasingly being embraced by not for profit organisations and those not traditionally thought to have much value for it (McNamara, 2007).

The European Sports Charter prepared by the Council of Europe in Article 2 (1993) defines sports as "any physical activity which through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relations or obtaining results in competition at all levels." Acceptable as this definition is, it may prove problematic depending on which context the subject of sport is viewed from. For example

some forms of sport require little or no physical exertion while other sports are purely non-competitive in nature (Sinclair, 2005).

Sport has undergone tremendous metamorphosis since it developed in certain instances as a ceremony, a celebration, a physical pursuit, a leisure activity and now, increasingly a business. Previously sport in general was looked upon as a hobby and largely non-commercial in nature (Slack, 2005; Chadwick, 2009). Growing interest in professional sports has ensured that major sports organisations in the West are now predominantly run using corporate business models (Shannon, 1999). Major sports events like the Olympics and World Cup have a tremendous economic and social impact in a global scale. For instance the final of the South Africa 2010 World Cup is estimated will be watched by 2.8 billion people. Further evidence as to the economic power of sports is the fact that the 2008 Beijing Olympics cost the Chinese government \$58.5 billion. The commercial television rights for the one week event were valued at over \$3 billion. South Africa estimates that approximately over 3 million visitors will visit the country over the duration of the event and that over 160,000 jobs will directly be created as a result of the event, with many more indirectly created.

Sport and sports organisations are increasingly being looked upon as unique avenues for employment, tourism and personal development for individuals and countries (MOHA, 2002). This realization that sports is big business and has a major impact on the greater society has necessitated the enactment of the first National Sports Policy (MOYA, 2007).

### **1.1.2 Sports Industry**

One of the most important debates within management literature as pertains to sports is the extent to which sport should draw from the existing management literature. There is general consensus among scholars that sport represents an industrial sector similar to any other. This is then amplified to mean that established management literature is equally as applicable within the sporting context. The opposing view contends that sport has socio-cultural, political and economic aspects that give it its uniqueness and as such established management concepts and principles should not and cannot, as a matter of course be parachuted into sports management (Chadwick, 2009). A third school of thought contends sport and management may be able to borrow from each other. Their contention is that sport is a metaphor for business and as such provides a laboratory for management concepts. Similarly established management concepts can and should be implemented within sporting entities and vice versa (Welch & Welch, 2005).

### **1.1.3 Kenya Premier League**

The origin of football is still a matter of great debate, however it is generally acknowledged that the “beautiful game” was first codified in the late nineteenth century within the British public school system, a development that served to sanitise the image of football as a gentleman’s game as opposed to a public nuisance as had been the case in the early development of the game. “Football has developed into a worldwide phenomenon and is now the most loved and practiced sport in the planet. (Madeiro, 2007). Football has been adjudged the most popular sport in Kenya with 74 percent of respondents in a recent Synovate Research, June 2010 poll saying that football is their favourite sport.

Football Kenya on its website at <http://www.footballkenya.net> contends that in most of sub-saharan Africa, Kenya included football is the most popular sport. The responsibility of managing this popular sport is vested in an umbrella body sanctioned by football's world governing body FIFA. However, there has been tremendous instability in the governance of football in Kenya with frequent squabbles and even dissolutions of the governing body of Kenyan football. Stakeholders within this sector point to lack of coherent management for the issues that bedevil Kenyan football (Gichangi, 2004; Munro, 2005; Africog, 2010).

The Kenyan football scene is divided into the Kenya Premier League (KPL), division two league, Nationwide League and Provincial and District leagues. These leagues are run on a promotion-relegation basis, with a specified number of clubs being relegated to a lower league and others being promoted to take their place (Football Kenya, 2008).

There are sixteen clubs in the KPL these clubs may be conveniently grouped as either corporate or community sponsored. According to Football Kenya, community teams are those that are not owned by any corporate organisation or other legal entity. While corporate clubs are those football clubs that are either incorporated as limited companies or have an identified corporate sponsor.

Other important football leagues played on a round robin format are the recently introduced Coca-Cola Copa Championships which is an under 18 football tournament which is played in different countries and ultimately country representatives chosen to play in a world cup style format. The Kenya Secondary School Games Association has been managing a long running football league that pits secondary schools in different parts of the country against each other

with each province producing a provincial champion who then move forward to the national championships.

Initially, the Premier League was run by the Kenya Football Federation (KFF). However, officials with several top teams parted ways with KFF in 2003 and decided to form a limited partnership company modelled on similar ventures in Britain and South Africa. This situation culminated in Kenya running two parallel football leagues. The government through the Sports Ministry and Office of the Prime Minister put up several intervention measures but this did not rectify the situation leading to threats of Kenya being suspended by FIFA and numerous legal battles both in Kenyan courts and the International Court for Arbitration of Sports. The two parallel leagues later merged in 2005 to form the Kenya Premier League (KPL) Limited, which is equally owned by all the clubs in the Premier League (Africog, 2010)

## **1.2 Research Problem**

Strategic planning and strategic management in general have been the general buzzword within management literature and practice over the last decade. Organisations are increasingly turning towards strategic management principles and concepts to try and maneuver within the corporate scene. This has been standard practice within commercial enterprises but increasingly government, quasi-government agencies and not-for-profit organisations are turning towards strategic planning to direct the efforts of their organisations in setting and indeed achieving stated objectives.

Sports management is increasingly receiving attention from the corporate and government sectors. Sport is emerging as one key frontier to meet both economic and social needs. This can be underlined by recent government efforts to use sports in general and football in



particular as a tool for reconciliation following post-election violence. Nowhere is this emergence of sports being a pivotal cog within the corporate set up than the Kenyan Premier League as evidenced by the sale of television rights for four years to SuperSport International for \$13.5 million.

As expected this injection of renewed corporate interest and government urging has necessitated the adoption of a corporate philosophy to the running of the football clubs in the KPL. Thus several clubs within the KPL have refocused the management of their respective clubs in line with sound modern management practices. This has included corporate re-launches of the clubs, strategic alliances with stakeholders, corporate sponsorship deals, re-engagement with the fan base and hiring of professional management staff, among others, to better orient the clubs in this new sport management paradigm.

Numerous studies have been conducted on strategic planning practices (Adulaziz, 2006; Ndungu; 2006 and Waititu, 2006). However, these studies have tended to ground their research on strategic planning as practiced in the purely corporate setting. Whereas numerous studies have been conducted in regards to strategic planning, management studies contextualized within the sports industry are not as forthcoming. Notwithstanding this statement, Kamau (2006) conducted a study on strategic planning at the Kenya Amateur Athletics Association. Academic studies within the Kenyan football scene have tended to concentrate on corporate governance or the arena of marketing (Gichangi, 2004; Riungu, 2006). However, Harris and Jenkins (2001) study was undertaken within the Rugby Union Football Clubs in the United Kingdom in regards to corporate planning.

This dearth of literature on aspects of strategic planning within the Kenyan sports fraternity then becomes a valid academic concern, as a clear knowledge gap presently exists which, this study will seek to bridge.

### **1.3 Research Objectives**

The objectives of this study are:

- i. To determine the strategic planning practices of football clubs in the Kenya Premier League.
- ii. To establish the challenges of strategic planning faced by football clubs in the Kenya Premier League.

### **1.4 Importance of the study**

The importance of the study can be summarised as in regards to the various stakeholders who may find some relevance in the research findings.

In the academic field the study may form the basis for further research in related and unrelated fields. This is because this is a creative process which requires the use of techniques and the skills of a number of specialists. Thus this work may be the foundations of further research in regards to strategic planning and other related or unrelated academic pursuits.

For managers it will be able to identify both the theory and practice of strategic planning in the sports sector in general and football in particular. Thus the knowledge of management practitioners will hopefully be increased in line with the studies objectives. Another

important knowledge area where the study will contribute to strategic management is by providing data on some of the strategic planning practices of the organisations under study.

To the general public it will offer insight to the complex dynamics of strategic planning and sports organisations. Hopefully the general public and fans alike will be able to appreciate the efforts of the various management teams of the sports organisations in preparing these iconic teams to face the future in an uncertain and fast changing environment.

To policy makers it may form the basis for policy framework that underpins good sports management practice. The recent enactment of Sessional Paper number 3 of 2005: Kenya National Sports policy gives a broad guideline on government engagement with stakeholders within the sports fraternity; this study may serve to enrich the policy maker's knowledge of recent trends in regards to sports management.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Concept of Strategy

The term strategy occurs widely both in management literature and everyday usage, though the term has no clear universally accepted definition. French (2009) citing Roucco and Proctor (2004) argue that, "there is no single universally accepted definition of strategy. Indeed different authors and managers use the term in various ways. Learned et al (1965, p. 15) view strategy as: "the pattern of objectives, purposes or goals and the major policies and plans for achieving these goals, stated in such a way to define what business the company is in and the kind of company it is to be."

Porter (1997) describes strategy as, setting yourself apart from the competition. This involves a unique view of the organisation with the market place as well as having a unique proposition to the consumer. He envisions 3 generic strategies that may be utilized by organisations: low-cost, differentiation and niche strategies. Low cost strategy is based on the premise that organisations can gain competitive advantage by driving down organisational costs and thus offering their customers the cheapest or most cost effective offering. Differentiation strategy is whereby the organisation seeks to achieve competitive advantage by making their product offering different from competitors. Niche strategies are underpinned by the desire of the organisation to identify specific market segments and serve them more effectively than other organisations.

Porter (1997) asserts that firms should avoid the temptation of being all things to all people. This view of strategy has been criticized as being rather reactive as opposed to proactive in

nature as it tries to mould strategy in relation to environmental factors like its resources and its competencies (Drejer, 2004).

Thompson and Strickland (1999) contend that a company's strategy is the game plan management has for positioning the company in its chosen market arena, competing successfully, pleasing customers and achieving good business performance. Thus strategy consists of the whole array of competitive moves and business approaches that managers employ in running a company.

Mintzberg, Ahlstrand and Lampel (1998) developed the 5 P's for strategy framework: Plan, Pattern, Position, Perspective and Ploy. Strategy as a plan is described as a consciously constructed course of action, a guideline to deal with a situation, as a pattern strategy is seen where it emerges from a stream of historical actions, thus strategy is consistency in behaviour, as a position strategy is how the organisation locates itself in relation to its key constituents, as a perspective strategy is how the organisation perceives the outside world and how it identifies itself. Finally strategy as a ploy is where strategy is viewed as the specific maneuvers intended to outwit or outcompete rivals.

## **2.2 Strategic Planning**

Strategic planning alludes to a managerial process, which can be broadly defined as "the process of determining the mission, major objectives, strategies and policies that govern the acquisition and allocation of resources to achieve organisational aims" (Pearce, Freeman & Robinson, 1987, p. 658). Stonehouse and Pemberton (2002, p. 2) define strategic planning as, "the devising and formulation of organisational level plans which set the broad and flexible objectives, strategies and policies of a business, driving the organisation towards its vision of the future."

These definitions of strategic planning stress the importance of environmental scanning, organisational assessment for the purpose of formulating, implementing and evaluating strategies to enhance organisational effectiveness and efficiency with a view to achieve stated organisational objectives (David, 1986). Other commonalities that most definitions share are in the aspects of mapping out a long term direction of the organisation and defining what business the organisation should concern itself with (McDonald, 1996).

The concept of strategic planning is one which is evolutionary in nature. This is aptly highlighted by the seeming constant change in name of the concept itself and the nuances that these different and divergent labels spring forth. Strategic planning has previously and variously been called long range planning, corporate planning and is now synonymous with strategic management (Hussey, 1997). French (2009) attempts to draw a timeline between the adoption of these various terms. He posits that in the post- Second World War era it was felt that organisations needed to increase their planning horizons to accommodate longer business planning cycles of between 2 to 3 years. Thus the term “long- range planning” or “long term planning” were adopted into management lexicon eventually evolving into strategic planning which formed part of a larger body of theory described as “business policy.” Business policy would then eventually evolve and become present day strategic management.

Strategic planning could be formal or informal. Formality in strategic planning refers to the degree to which participants, responsibilities, authority and discretion in decision making are specified (Pearce & Robinson, 2002). Formal strategic planning usually ends up with a document, the strategic plan. A strategic plan is a comprehensive statement about the organisation’s mission and future direction near- term and long term performance targets and

how management intends to produce the results to fulfill the mission, given the organisation's situation (Thomas & Strickland, 1999).

The informal approaches to strategy are characterized by executive bargaining and negotiation, building of a coalition and practices of through. Informal strategic planning is usually intuitive and under the influence of a visionary figure (Hax & Majluf, 1991).

### **2.2.1 Mission and Vision**

Identification of the institutions vision and mission is the first step of any strategic planning process. They seek to answer the questions, "what is our business and what will it be?" (Thompson & Strickland, 1999, p. 28). A mission statement is an enduring statement of purpose that distinguishes one organisation from other and similar organisations (David 1986). A well conceived mission statement defines the fundamental unique purpose that sets a company apart and identifies the scope of the organisation's operations in terms of the products offered and the markets served. Developing the organisation's vision reflects the core values that the organisation would like to communicate to all its stakeholders (Thomas & Strickland, 1999).

### **2.2.2 Environmental Analysis**

The environment of an organisation consists of the external environment and the internal environment. Before an organisation can begin to formulate strategy management must scan the environment in order to identify opportunities, threats, strengths and weaknesses of the organisation. To be successful over time, an organisation must be in tune with its environment. There must be a strategic fit between what the environment wants and what the

organisation has to offer, as well as between what the organisation needs and what the environment can provide (Powell, 1992).

The external environment consists of variables outside the organisation and not typically within the short run control of management. These variables form the context in which the organisation exists. The external environment has two parts: task and societal environment. The task environment includes those elements or groups that directly affect and are affected by the organisation's major operations. It includes shareholders, government, suppliers, local communities, competitors, customers, creditors, labour unions and special interest groups. The societal environment includes more general forces- those that do not directly touch the short run activities of the organisation but that can, and often do, influence its long run decisions. These forces include socio-cultural, political-legal and economic forces. Analysis of the external environment provides information used to identify potential opportunities and threats and they devise organisational strategies to deal with it.

The internal environment consists of variables that are within the organisation itself but not usually within the short run control of management. These variables form the context in which work is done. They include organisation's structure, culture and resources. By analysing its own internal capabilities an organisation is able to identify its unique strengths and weaknesses. Such analysis enables the organisation to determine its capabilities.

### **2.2.3 Strategic Objectives**

The purpose of setting objectives is to convert the statement of the organisational mission and direction into specific performance targets (Thomas & Strickland, 1999). David (1986) asserts that objectives are vital to an organisation's success because they provide direction, aid in evaluation, create organisational synergy, reveal priorities, allow coordination and are



essential for the successful management of organisations. Thomas and Strickland (1999) contend that an organisation needs both long term and short term objectives. Whereas long term objectives, usually with an extended time horizon, serve to motivate organisational members in achieving their stated goals, short term objectives answer the question of “what do we do now?” to achieve our long term objectives.

#### **2.2.4 Strategy Analysis and Choice**

This step involves stating different alternative strategies, evaluating them on the basis of their contribution towards achieving your objectives while focusing on the results of the environmental analysis and thereafter making a choice among the alternatives so generated (Pearce & Robinson, 2002). This is the trickiest and most difficult element of the strategic planning process (Thomas & Strickland, 1999).

#### **2.3 Justification for Strategic Planning**

The classical view and definition of strategy and by inference strategic planning as first advanced by Greek thought is, that of overall planning in order to advance victory over one’s adversaries (Graetz, 2002). This is the foundation that underlies the importance of strategic planning within the corporate setup as organisations engage in strategic planning ultimately to improve overall performance. Why do organisations develop strategic plans? The answer to this question may seem simple and straight forward, however, the answer can be quite complex as available management literature will attest. Several studies have been conducted that try to outline a relationship between strategic planning and organisational performance (Hahn & Powers, 1999). However, it must be stated that this area of management still elicits controversy as conflicting results have emerged regarding the relationship between strategic planning and improved organisational performance (Grant, 2003). Pearce et al (1987),

surmises that the relationship between strategic planning and performance is, a controversial, problematic and unresolved issue.

Earlier studies tended to show a positive correlation between strategic planning and corporate performance (Herold, 1972, Thune & House, 1970). Later studies concluded that there was no systematic evidence of improved organisational performance as a direct result of the practice of strategic planning. Other studies have even gone as far as implying that strategic planning actually impedes better organisational performance as it introduces rigidity and the dysfunctional effects of bureaucracy (Glaister, Dincer, Totoglu & Demirbag, 2006).

Further complicating this debate as to whether strategic planning has an influence on organisational performance, where organisational performance invariably implies financial standing, is the notion that strategic planning does in fact impact positively on the organisation but in areas that are non-financial in nature and thus far much more difficult to objectively quantify (Greenley, 1994). Mintzberg (1994) argues that only resource rich organisations can afford, planning or at least professional staff planners implying that improved organisational performance may be correlated to strategic planning but leaving the issue of causation open to further debate.

A further point when considering the nature of the relationship of strategic planning and organisational performance is in regards to the contextual factors at play. These factors may include size of the firm, capital intensity, environment turbulence and industry type (Miller & Cardinal, 1994).

Perceived motives of strategic planning and thereby strategic plans are varied and diverse. Proponents of the view that strategic planning has a causative relationship with

organisational performance contend that strategic planning gives a framework for organisation to uncover, improve and perpetuate distinct competitive advantage (Porter, 1997).

Other perceived benefits of strategic planning are that it allows organisational members to get a sense of direction for the organisation thus eliciting buy in to organisational initiatives. Further uses of strategic plans include use of strategic plans as political statements of intent to various organisational constituencies. Strategic plans may also be developed principally for external funding reasons. Financial institutions invariably need a sense of what constitutes the business and its prospects before providing the required finance (Schraeder, 2002).

The apparent diversity in motives associated with strategic plans highlights the potential utility associated with strategic planning. Indeed, well developed strategic plans can result in a variety of benefits, as outlined by Schrader in his 2002 study. However, the potential payoff of the benefits of strategic planning could be influenced by industry specific characteristics. Miller and Cardinal (1994), conclude that the relationship between strategic planning and organisational performance is more pronounced in organisations that operate in turbulent environments.

## **2.4 Criticisms of Strategic Planning**

In his seminal work, "The Fall and Rise of Strategic Planning," Mintzberg (1994) posits that some of the tenets of classical strategic planning are no longer appropriate in today's corporate world. In his view strategic planning, as envisioned by the body of scholars who hold the classical viewpoint, is outdated and outmoded arguing that, strategic planning has fallen from the high intellectual pedestal it once occupied in the 1960's. The main criticisms

of strategic planning advanced for by Mintzberg (1994) include: notion that management creativity is inhibited by rigid strategic planning, planning is done by professional strategic planners instead of the managers who would be affected by the result of the plans, planners and top management take charge and isolate the planning process from the eventual implementers and that strategic planning inhibits strategic thinking. Other criticisms of strategic planning seem to attack its very theoretical foundations, particularly the impossibility of forecasting.

Changes in the business environment reinforced the case against formal strategic planning. In the last few decades organisations have experienced tremendous and rapid turbulence in the business environment in relation to macroeconomic stability, stability of prices, volatility of exchange rates, hyper competition and the emergence of the information revolution. This came against the backdrop of post world war two stability and growth. Since economic and market forecasts are a critical link in strategic planning, inability to predict demand, prices, exchange rates among others represented a fundamental challenge to organisational belief in strategic planning (Grant, 2003).

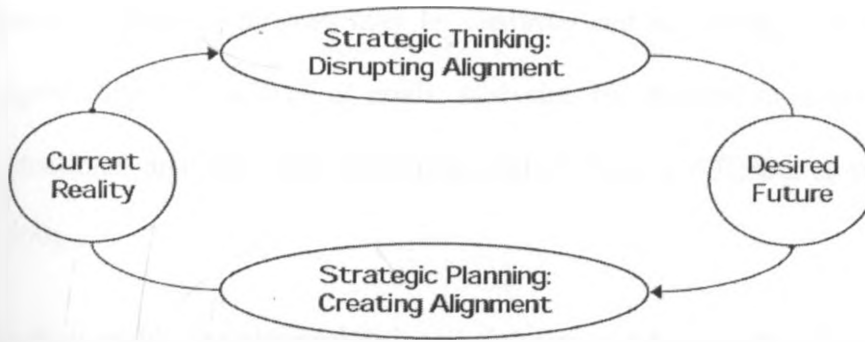
While Carter (1999) shares in this view that strategic planning had initially fallen out of favour, he however asserts that the strategic planning has actually re-emerged as an important management tool of monitoring a rapidly changing environment and taking effective decisions and actions based upon that monitoring exercise. Carter (1999) contends that strategic planning fell out of favour in the 1980's to the customer service and quality movements but is re-asserting its influence in modern management because of the very shortcomings of these latter day narrow focus initiatives.

## 2.5 Strategic Planning versus Strategic Thinking

Mintzberg (1994) juxtaposes the idea of strategic planning with strategic thinking, arguing that as currently constituted strategic planning is ill equipped to cope with the greater uncertainties of the time. He terms strategic planning as the systematic programming of pre-identified strategies from which an action plan is developed. Strategic thinking on the other hand is a synthesizing process that utilizes intuition and creativity whose outcome is an integrated perspective of the enterprise. In his view strategic planning actually impedes strategic thinking. While appreciating the benefits of strategic planning, Mintzberg (1994) contends that traditional strategic planning tends to undermine rather than appropriately integrate strategic thinking leading to impaired organisational strategy. This view that strategic planning and strategic thinking are incompatible is one that has been refuted by several authors. Heracleous (1998) notes that the purpose of strategic thinking is to discover new and innovative strategies which may serve to tilt the competitive landscape in the organisation's favour and further to try and try to envision potential futures significantly different from the present. He further points out that strategic planning and strategic thinking are interrelated, outlining the case that both are necessary but are ineffectual without the support of the other.

Liedkta (1998) strongly supports this position of the interdependency and complimentary nature of strategic planning and strategic thinking by proposing a model that focuses on the disruption and creation of alignment within the strategy making process. In this model of strategy formation, strategic thinking is essential in mapping out the possible realities by disrupting the strategic status quo, whereas strategic planning is required in order to translate the new strategic intent into institutional behaviours.

**Figure 2.1: Strategic-Making as Creating and Disrupting Alignment**



Source: Leidkta (1998, p. 124). Linking Strategic Thinking with Strategic Planning

## **2.6 Models of Strategy formulation**

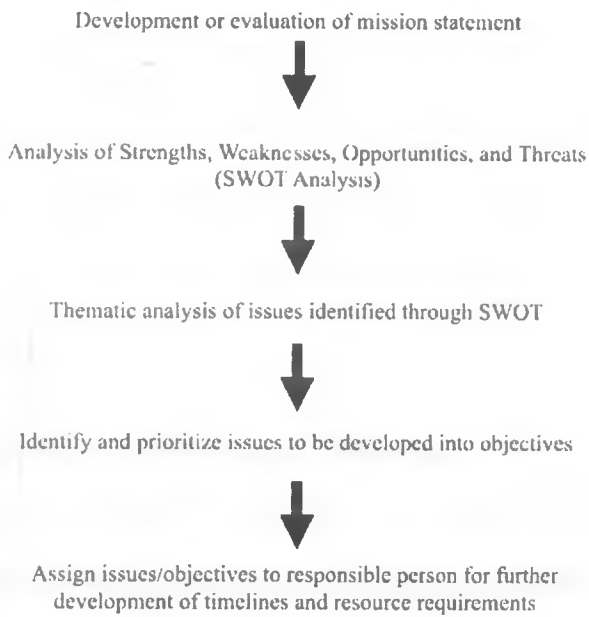
There are contrasting views in management literature concerning the process of strategy formulation. Essentially the question regarding the nature and manner of strategy formulation has informed the so-called design versus process strategy debate, which emphasizes the difference between deliberate and emergent strategies (Falshaw, Glaister & Tatoglu, 2006). Deliberate strategies are defined as intentions rebased from strategies that are formulated in advance, whereas the emergent approach produces evolving strategic patterns despite or in the absence of intentions (Mintzberg & McHugh, 1985).

Whether strategy formulation is or can be a deliberate process and the extent to which strategy emerges without any formal planning has been subject to a furious academic debate between the proponents of either school of thought. One side with the backing of such management scholars as Ansoff, advocate for a more formalized, systematic, rational strategic planning scheme while the other school fronted by Mintzberg and Waters make the case for an emergent process (Glaister et al., 2006).

Proponents of the deliberate strategic planning school of thought are generally agreed that the strategic planning process may be characterized as having 5 distinct stages: defining the organisation's objectives or goals, analysing the present situation and future opportunities (situational analysis) and developing and evaluating different strategic alternatives (French 2009).

Implicit within the classical rationalistic view of what constitutes strategic planning is that it is a "deliberate planning process initiated by top management based on an elaborate industry analysis and aimed at designing a cohesive grand strategy for the corporation" (Volberda, 2004, p. 36). Grant (2003) summarizes this definition of strategic planning as formal with a top-down management approach, designed to be a rational well thought out process leading to strategic coherence or consistency within the organisation. To assist in this a number of techniques and tools were developed such as SWOT (Strength, Weakness, Opportunity and Threat analysis), Porter's five force industry analysis, Portfolio analysis, Value chain analysis, PEST (Political Economic Socio-Cultural and Technological factor) analysis, BCG (Boston Consulting Group) growth-share matrix, Scenario planning and the McKinsey 7S model among others.

**Figure 2.2: Simplified Process for Developing an initial Strategic Plan**



Source: Schraeder (2002, p. 14). A simplified Approach to strategy

The idea that strategy is not an exact science, has for some time found support within academic literature (Marlow, 2000). Mintzberg and Waters (1985) argue forcefully that strategies may “emerge” from the actions of employees without prior intentions of fulfilling a laid out grand design. They contend that comparing intended strategy with realized strategy allows us to distinguish deliberate strategies (realized as intended) from emergent strategies (patterns or consistencies realized despite or in the absence of, intentions). Quinn (1980) supports this view that strategies may progressively be built upon earlier strategic initiatives, a scenario he names as logical incrementalism. The logical incremental view of strategy asserts that strategy develops through small stepwise responses to a gradually changing environment.

Grant (2003) in his research, contextualized within the oil industry, affirms that the debate as to whether strategy is either deliberate or emergent is indeed a misconception of how



strategic planning is undertaken in the real world. He argues that strategic planning should be looked as “planned emergence” since it allows for a bottom-up approach coupled with constraints placed by top management. Harrington, Lemak, Reed and Kendall (2004) reach the conclusion that instead of categorizing strategy as either deliberate or emergent, strategic planning should be viewed as a continuum thus allowing both approaches to be present with varying degrees.

## **2.7 Challenges of Strategic Planning**

Challenges to strategy development will always be present, even in the most organised organisations. Management must anticipate challenges so as when they eventually occur, they are not caught flat footed. Further, to this, adequate resources both financial and non-financial must be availed to address anticipated challenges (Kitangita, 2007).

Simons and Thompson (1998) refer to three categories of factors that impinge on the strategy planning process. These factors are environmental, organizational and decision-specific factors. Environmental factors mean external agents such as national culture, national economic conditions and industry conditions. Organisational factors refer to organisational culture, organisational structure, structure of decision-making bodies, impact of upward influence and employee involvement. Decision-specific factors can be thought of time, risk, complexity and politics.

Thomas and Strickland (1999), notes that every organisation has its own unique culture-one made distinctive by its own business philosophy and principles its own ways of approaching problems and conducting activities, its own mix of managerial personalities and styles, its own patterns of “how we do things here”, its own set of war stories and heroes. Probst and Buchel (1997) contend that all management activity, including strategic planning, cannot be

considered independently of culture because it is culture which sets organisational behaviour, both at institutional and individual levels. Similarly, Thomas and Strickland (1999) assert that a strong culture is a valuable asset when it matches the requirements for good strategy execution and a dreaded liability when it does not.

Resources often dictate the success of any strategy development process. Porter (1997), notes that too little resources will tend to stifle the ability of the company to carry out the strategic plan, too much funding wastes company resources and may actually impair financial performance. Kiuna (2007), posits that resources need to be adequate for the planning team. Budgetary allocations thus indicate the management commitment to the strategic plan. Resource availability is thus a key challenge to strategy development and therefore prudent mechanisms must thus be engaged by management to ensure adequate resource provision as a means to actualize strategy development (Kitangita, 2007).

Thomas and Strickland (1999), define an organisation's structure as the formal framework by which job tasks are divided, grouped and coordinated. Structure is the framework through which the organisation's efforts and objectives are eventually going to be implemented (Cole, 1996). Organisation structure is the formal presentation of systems of positions and relationships within the firm. It clearly shows the firm's goals and specifies formal communication channels, who does what and who is responsible for whom/what. It is senior management's blueprint of how they want to achieve the organisation's goals (Staniforth, 1994). With this in mind management authors have stated that there must a fit between strategy and structure. Any inconsistency between the two will lead to disorder, friction and malperformance within the organisation (Thomas & Strickland, 1999; Staniforth, 1994; Porter, 1997).

Kiuna, (2007), enumerates a number of challenges that organisations typically face during the strategy development stage. These include: organisation politics, problems related to corporate governance, poor resource management and declining support from stakeholders.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Research Design**

The research was a descriptive survey aimed at investigating the strategic planning practices of football clubs in the Kenya Premier league. A study concerned with finding out who, what, when, where, which and how of a phenomenon is a descriptive research design (Kothari, 2007; Cooper and Schneider, 1999). This study was based on such a concern.

A survey was deemed the best research design as the study sought to investigate the influence of various demographical factors in relation to the strategic planning practices of the football clubs. Thus a survey was most appropriate as it enables a general picture of the situation to be painted.

### **3.2 The Population of the study**

The population of interest in this study was all the football clubs in the Kenya Premier League as at June 2010. There are sixteen clubs in the National Kenya premier league according to the Kenya Premier League Limited (see appendix 1).

### **3.3 Sample Size**

According to Kotler (2001) although large samples give more reliable results than small samples, it is not necessary to conduct a census of the entire target market and that if well chosen, samples of less than one percent of a population can often give reliable data. Purposive sampling was undertaken as it allowed the researcher to use cases that had the required information with respect to the objectives (Kothari, 2007). The study sought to obtain a sample of at least 10 football clubs if full population coverage was not possible. Eventually 11 football clubs took part in the study.

### **3.4 Data Collection**

Primary data was collected using a semi- structured questionnaire (see appendix 4) in order to measure the extent to which various strategic planning practices are utilised in the various football clubs. The questionnaire was structured with open ended and closed ended questions. The open ended questions collected qualitative data whereas the closed ended collected quantitative data. Opinions, views and perceptions were captured through scaling questions.

Data was collected from one official of each football club. Cognizance of the structure of the specific football club will be taken into account. Some football clubs have an Executive Chair, who is charged with the day to day management of the football club, whereas others have a Secretariat staffed by professional managers. The researcher personally administered the research instrument in a vast majority of the situations. However, 2 respondents responded via email to the data collection instrument.

### **3.5 Data Analysis**

The study was modeled on a descriptive design and as such descriptive statistics were used to analyze the data. Data was analyzed using frequency distribution and percentages with a view of revealing information on various aspects of strategic planning, number of football clubs undertaking strategic planning among other measures of interest. Measures of central tendency such as mean scores were used to summarize average responses so that general conclusions could be drawn from there in relation to the study's aims and objectives.

## **CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS**

### **4.1 Introduction**

This chapter presents the results obtained from the study on the strategic planning of football clubs in the Kenya Premier Clubs. The chapter is presented in three parts that is Part A, Part B and Part C. Part A is the fact finding sheet which looks at the demographic information of the football clubs that is how long the club has been in existence, how long the club has been in KPL, how many employees it has, respondents designation and education level. Part B of the chapter looks into the vision and mission of the club and strategic planning. Part C, the final part looks at strategic planning challenges within the club. The data has been presented in tables, charts and bar graphs with the use of frequencies and percentages. The responses were analyzed using descriptive statistics.

Out of 16 questionnaires which had been administered to the interviewees, 11 of them were returned for data analysis. This translates to 68.8% percent return rate of the respondents. Overall, the return rate can be considered to have been high and lends credence to the findings of the study as true reflection of the population.

### **4.2 Demographic Information**

Since the study focused on the football clubs, the researcher found it necessary to analyze the background information of the clubs since they are diverse. The specific information that was sought included the age of the club, the duration the club has been in the KPL, education of level of the respondent among others. These findings were represented in the form of tables, figures and charts.

### 4.2.1 Age of the Club

The researcher sought to find out the age of the various clubs. These findings are represented in the table below:

**Table 4.2.1: Age of the Club**

	Frequency	Percent
Less than 1 year	0	0.0
1 to 5 years	3	27.3
6 to 10 years	0	0.0
10 years and above	8	72.7
Total	11	100.0

Source: Researcher (2010)

From Table 4.2.1, it is evident that majority (72.7%) of the clubs have been in existence for 10 years and above. The table further depicts that 27.3% have been in existence for a period in of 1 to 5 years. This could imply that majority of football clubs in Kenya have been around for a long period.

### 4.2.2 Duration of clubs in KPL

The researcher sought to find out how long the football clubs have been in the KPL. The findings are presented in the table below:

**Table 4.2.2: Duration of clubs in KPL**

	Frequency	Percent
1 years	1	9.1
2 years	3	27.3
3 years	2	18.1
4 years	1	9.1
5 years	4	36.4
Total	11	100.0

Source: Researcher (2010)

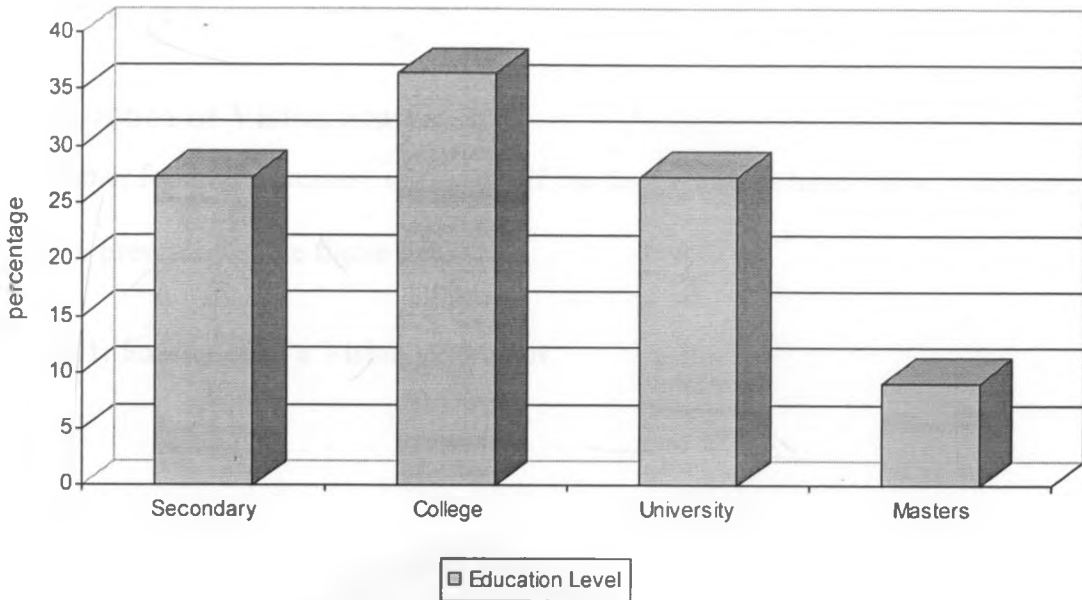
Table 4.2.2 above reveals that majority (36.4%) of the clubs have been in KPL for a period of 5 years. The table further shows that 27.3% have been in KPL for a period in of 2 years, 18.1% for 3 years, 9.1% for 1 and 4 years. This could imply that majority of football clubs in Kenya have been with KPL since inception in 2005.

#### **4.2.3: Education level of the respondent**

It was of interest to the researcher to find out the education level of the respondent. The findings are shown in the figure below:



**Figure 4.2.1: Education level of the respondent**



Source: Researcher (2010)

From Figure 4.2.1 above, we can see majority of the respondents (36.4%) have attained college level of education at diploma level. The figure also shows that 27.3% have attained secondary school, and university level while the minority 9.1% have attained their post graduate level of education (Masters). This could suggest that majority of football club members have attained basic education level and some have attained tertiary level of education.

### **4.3 Strategic Planning Practices**

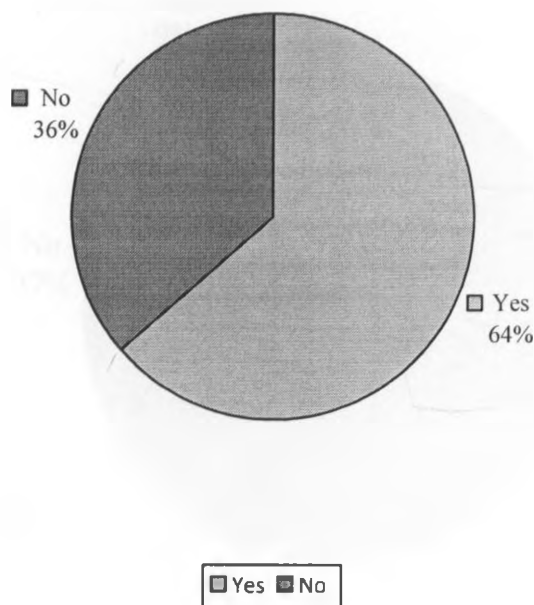
In this section the researcher was interested in uncovering some of the strategic planning practices of the football clubs this was with the view of seeking to answer the first objective of this study. Specifically this involved the existence and formulation of vision statement, mission statements. It was also of interest to the researcher as to whether the organisations have strategic plans and if so the formulation process and the actors within the formulation of

these strategic plans. The findings are presented in the form of pie charts, tables and figures as presented below.

### 4.3.1 Existence of Vision Statement

The researcher found it necessary to find out if the football clubs have vision statements. The findings are presented in the figure below;

**Figure 4.3.1: Existence of a Vision statement**



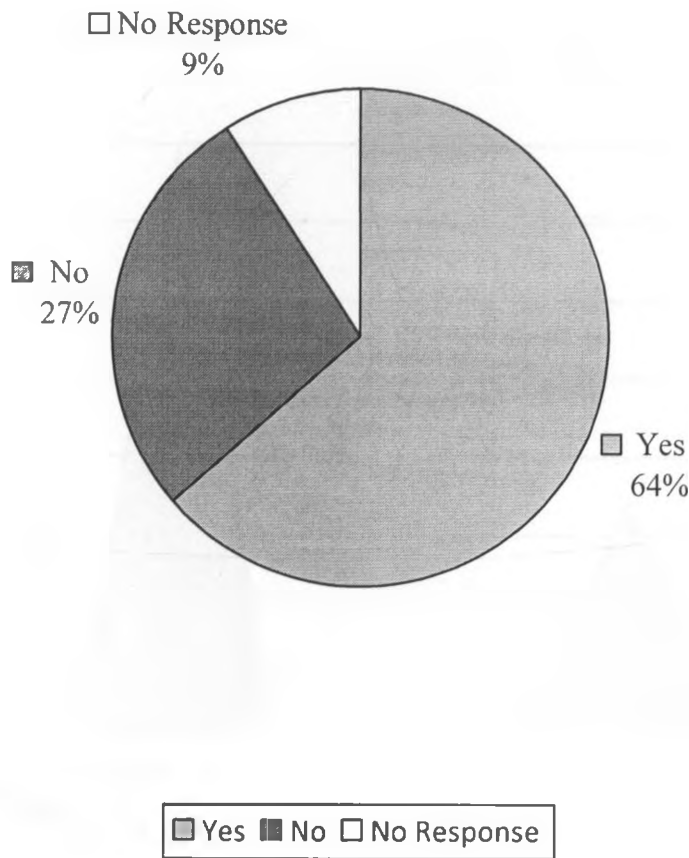
Source: Researcher (2010)

Figure 4.3.1 above depicts that majority of the football clubs (64%) have vision statements while 36% don't. The findings could suggest that majority of the football clubs in the KPL have a well formulated strategic direction.

### 4.3.2 Formality of Vision statements

The researcher found it necessary to find out if the football clubs' vision statements are formal or informal in nature. This was deduced by whether the vision statements were written down. Written vision statement allude to formality. The findings are presented in the figure below:

**Figure 4.3.2: Is the Vision Statement written down?**



Source: Researcher (2010)

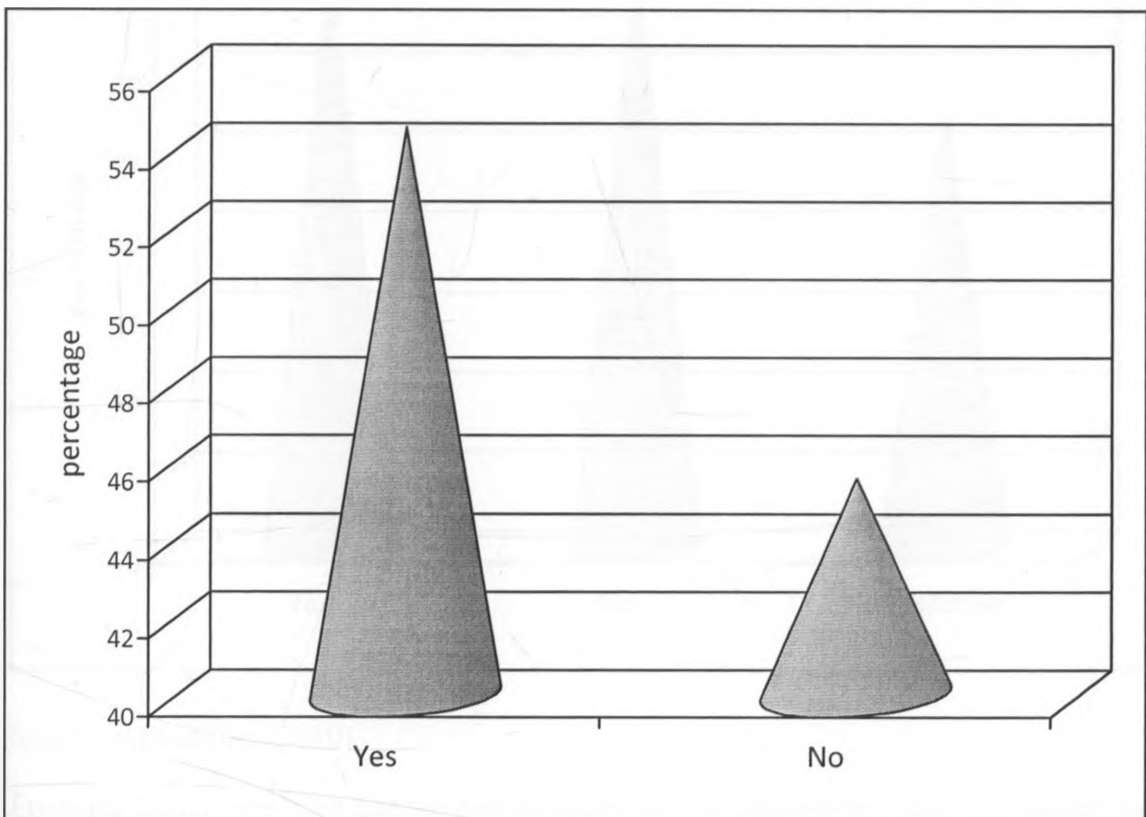
Figure 4.3.2 above shows that majority of the football clubs (64%) have written down their vision statements, while 27% have not. However, a small proportion (9%) of the respondents

did not respond to the question. The findings could suggest that majority of the football clubs in the KPL not only have a defined strategic direction but this direction is clearly stated for the benefits of all stakeholders.

### 4.3.3 Existence of Mission Statements

The researcher sought to find out from the respondent if the football clubs have a mission statement. The findings are shown in the figure below:

**Figure 4.3.4: Existence of a Mission Statement?**



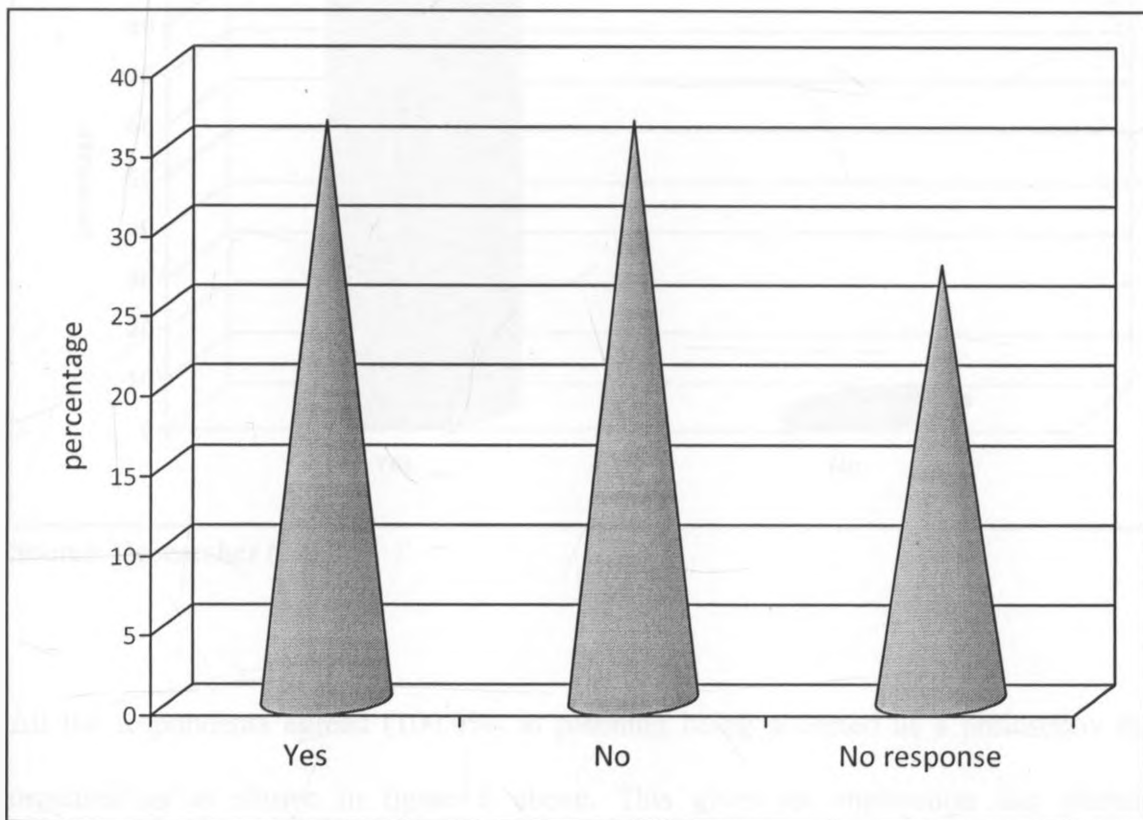
Source: Researcher (2010)

From the figure above we can see that majority of the respondents (54.5%) indicated that the football clubs have a mission statement while 45.5% do not. This could give an implication that most clubs have a definite defined strategic purpose that guides their operational actions.

### 4.3.5 Formality of Mission Statements

It was in the researcher's interest to find out if the mission statement is written down. This was in an attempt to gauge the formality or otherwise of the mission statement. The findings are shown in the figure below:

Figure 4.3.5: Is the Mission Statement written down?



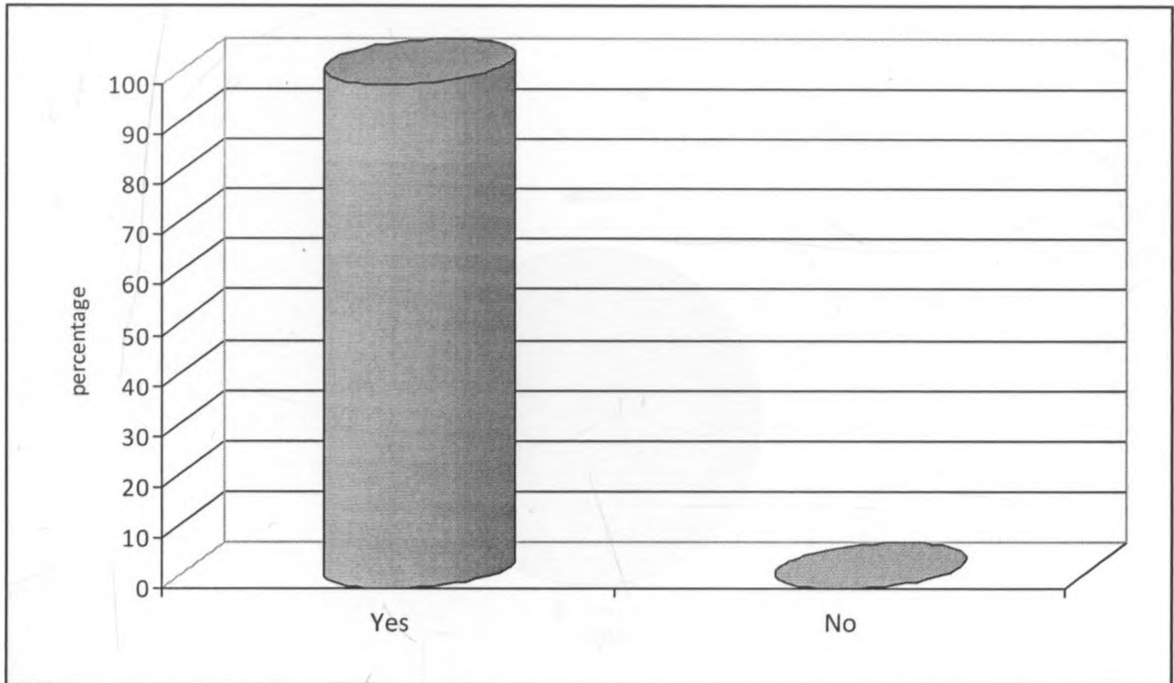
Source: Researcher (2010)

From the figure above we can see that majority of the respondents (36.4%) indicated that the football clubs have written down their mission statement while 36.4% have not. However, 27.3% of the respondents did not respond to the question. This could give an implication that most clubs are organized and well structured.

### 4.3.6 Planning as philosophy

The researcher sought to find out from the respondents if planning as a philosophy is accepted in their organization. The findings are presented in the figure below:

**Figure 4.3.6: Is planning accepted as a philosophy in your organization**



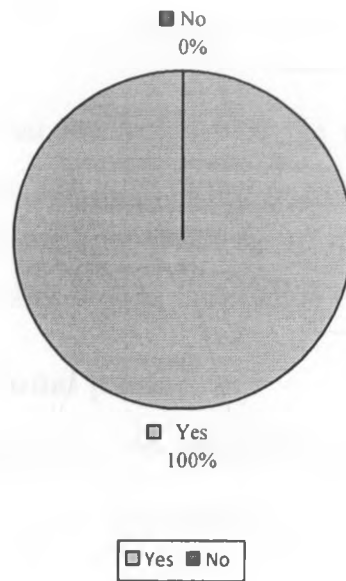
Source: Researcher (2010)

All the respondents agreed (100.0%) to planning being accepted as a philosophy in their organization as shown in figure 6 above. This gives an implication that planning is considered as a very important organizational tool.

### 4.3.7 Existence of Objectives

The researcher found it necessary to find out if the football clubs' have set objectives. The findings are presented in the figure below:

**Figure 4.3.7: Existence of Objectives**



Source: Researcher (2010)

The figure above shows that all the respondents agreed to their club having set objectives. This could imply that the football clubs place a great importance on strategy formulation in general and objectives setting specifically.

### 4.3.8 Duration of the strategic plan

The researcher sought to find out the duration of the strategic plan. The findings are shown in the table below;

**Table 4.3.1: Duration of strategic plan**

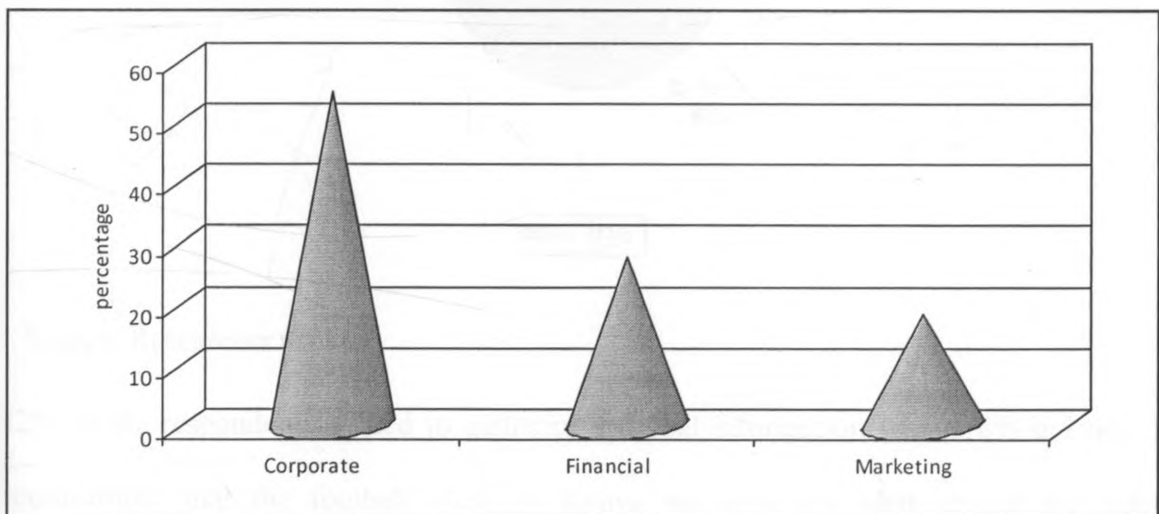
	Frequency	Percent
UP TO 3 YEARS	5	45.5
UP TO 5 YEARS	4	36.4
10 YEARS	2	18.2
Total	11	100.0

The table clearly illustrates that the majority of the respondents (45.5%) have had the strategic plan for up to 3 years. The table further depicts that 36.4% have had the strategic plan for up to 5 years while the minority 18.2% for 10 years. This could imply that the clubs prefer the shorter planning horizon of up to a maximum of 3 years.

#### **4.3.8 Types of Organizational plans**

The researcher sought to find out from the respondents what type of plans their organization has. The findings are presented in the figure below:

**Figure 4.3.8: Types of Organizational plans**



Source: Researcher (2010)

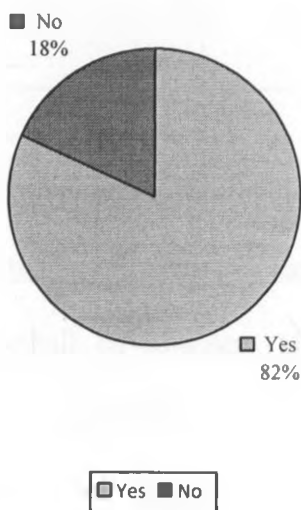


From the figure above we can see that majority of the respondents (54.5%) indicated Corporate plan as being their type of plans in the organization. 27.3% indicated Financial plans as their type of plans while the minority (18.2%) indicated Marketing. This could give an indication that the majority of the football clubs have seen the importance of laying out grand plans for their organisations.

### 4.3.9 External Environment Analysis

The researcher found it necessary to find out if the football clubs' gather information from the external environment. The findings are presented in the figure below:

**Figure 4.3.9: External Environment Analysis**



Source: Researcher (2010)

82% of the respondents agreed to gathering external information while 18% did not. This could imply that the football clubs in Kenya are keen on what impact the external

environment has on their organisations abilities to achieve stated objectives. This is a further indication as to the fact that organisations are open systems.

#### 4.3.10 Type of information gathered from the external environment

The researcher found it necessary to find out from the respondent what type of information is gathered from the external environment. The results are shown in the table below:

**Table 4.3.2: Information gathered from the external environment**

	Frequency	Percent
Local football environment	2	18.2
Stakeholders views	2	18.2
Sponsorship and marketing	3	27.3
No Response	4	36.4
Total	11	100.0

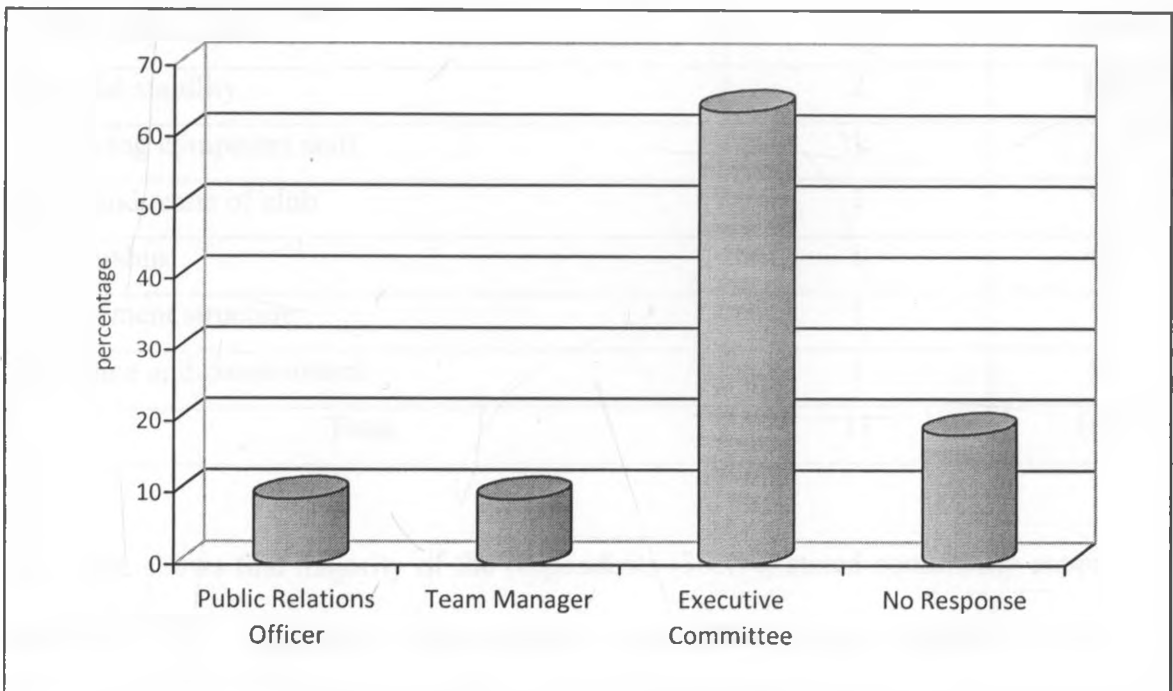
The table above shows that majority of the football clubs (27.3%) gather information on sponsorship and marketing from the external environment. The findings also show that they gather information on local football environment (18.2%) and recommendations from stakeholders (18.2%). This could suggest that most football clubs want to advance hence looking for financial and more marketing techniques and opportunities within the environment.

### 4.3.11 Information collection

The researcher sought to find out from the respondent, which persons or bodies are charged with the responsibility of collecting and collating information from the external environment.

The findings are presented in the figure below;

**Figure4.3.10: Information Collection**



Source: Researcher (2010)

The figure above shows that majority of the respondents indicated that the Executive committee (63.6%) collects information on external environment for the club. The figure further depicts that public relations officer (9.1%) and Team Manager (9.1%) also collect information for some clubs. This could give an implication that the management and executive committee handles information collection on behalf of the clubs.

### 4.3.12 Organisational Strengths

The researcher sought to find out the strengths of the respondents' organization. The findings are shown in the table below:

**Table 4.3.2: Organisational Strengths**

	Frequency	Percent
Community support	4	36.4
Financial stability	2	18.2
Employing competent staff	1	9.1
Brand and name of club	1	9.1
Sponsorship	1	9.1
Management structure	1	9.1
Discipline and commitment	1	9.1
Total	11	100.0

The table shows that majority of the respondents (36.4%) stated community support as the clubs' strengths. The figure further depicts that 18.2% indicated financial stability, 9.1% employing competent staff, 9.1% brand and name of the club, 9.1% sponsorship, 9.1% management structure and 9.1% discipline and commitment as the clubs' strengths.

### 4.3.13 Organisational Weaknesses

The researcher found it necessary to find out from the respondent what weaknesses the organization has. The results are shown in the table below:

**Table 4.3.3: Weaknesses of your organization**

	Frequency	Percent
Financial constraints	5	45.5
Politics	2	18.2
Bureaucracy	1	9.1
Lack of facilities	1	9.1
Implementation of information received	1	9.1
No response	1	9.1
Total	11	100.0

The table represents the findings that the majority of the respondents (45.5%) indicated financial constraints as weaknesses of the organization. The table further shows that politics (18.2%), Bureaucracy (9.1%), lack of facilities (9.1%) and implementation of information received (9.1%) to be weaknesses the organization experience. This could imply that majority of football clubs in Kenya suffer from financial constraints or view their financial status as their major weaknesses.

#### **4.3.14 Existence and Nature of Strategic Plan**

The researcher found it necessary to ask the respondent if they have a strategic plan in the organisation. A follow up question was as to whether the strategic plan was written or not.

The findings are shown in the table below:

**Table 4.3.4: Existence and Nature of Strategic Plan**

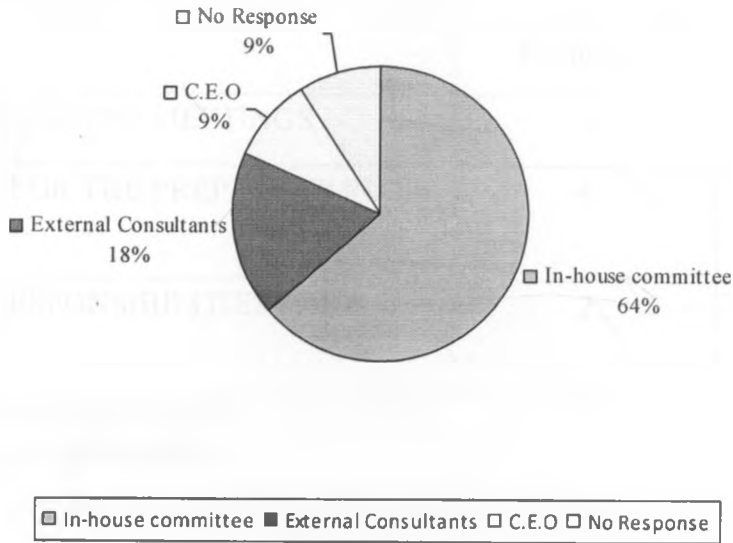
	Yes	No	No Response	Total
Do you have a strategic plan	90.9	9.1	0.0	100.0
Is the strategic plan written	72.7	18.2	9.1	100.0

The table above reveals that the majority of the football clubs have a strategic plan (90.9%) and of this (72%) of those who have a strategic plan have it written. This implies that the strategic plan is very significant as a management tool and that most of these clubs have formalized strategic plans.

#### **4.3.15 Strategic plan formulation**

As part of the study the researcher set out to establish the identity of those who participate in the formulation of strategic plans within the football clubs. The findings are presented in the figure below:

**Figure 4.3.11 Strategic plan formulation**



Source: Researcher (2010)

The figure depicts that the majority of the respondents (64%) indicated the in-house committee participated in the formulation of the organizations' strategic plan. Another proportion of the respondents (18%) indicated external consultants while 9% indicated C.E.Os of the organization participated in strategic plan formulation. This could mean that an in-house committee is the most predominant manner in which football clubs within the KPL formulate their strategic plans and direction and that strategic plan formulation is a team effort.

### 4.3.16 Features of strategic planning process

The researcher sought to find out what features characterize the respondents' strategic planning process. The results are tabulated below:

**Table 4.3.5: Features of strategic planning process**

	Frequency	Percent
INFORMAL PLANNING MEETINGS	3	27.3
TIMETABLES FOR THE PREPARATION OF PLANS	4	36.4
CLEAR CUT RESPONSIBILITIES FOR PLANNING	2	18.2
EXISTENCE OF A PLANNING DEPARTMENT/COMMITTEE	2	18.2
Total	11	100.0

The table above reveals that majority of the respondents (36.4%) indicated timetables for preparation of plans as features that characterize their planning process. A further relatively large number (27.3%) indicated informal planning meetings, clear cut responsibilities for planning (18.2%) and existence of a planning department/committee (18.2) as features that characterize their planning process.

### 4.4 Strategic Planning Challenges

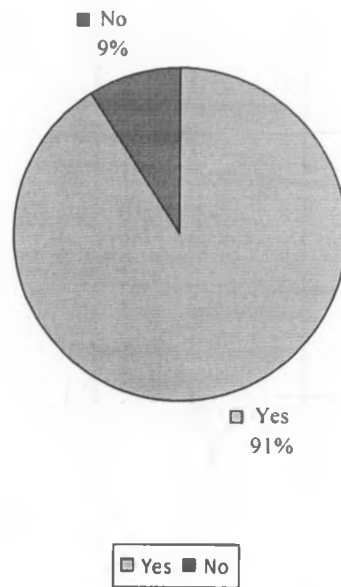
The second objective of the study was to establish the specific strategic planning challenges that football clubs in the KPL are faced with. This was achieved by giving statements that the respondent would then indicate to what extent they agreed with the statements thus presented by utilizing a 5 point Likert scale.



#### 4.4.1 Is strategic planning challenging?

The researcher found it necessary to find out if the respondents find strategic planning challenging. The findings are presented in the figure below:

**Figure: 4.4.1 Is strategic planning challenging?**



Source: Researcher (2010)

The figure above shows that majority of the respondents (91%) agreed to finding strategic planning to be challenging while 9% disagreed. This could imply that strategic planning is not an easy task.

**Table 4.4.1: Extent of challenges to strategic planning**

	N	Mean	Std. Deviation
Inadequate resources	10	3.20	1.398
Inadequate training	10	2.60	1.506
Shortage of qualified personnel	10	2.80	1.135
Economic trends	10	3.90	.738
Technology issues	10	2.80	1.619
Political and legal trends	10	3.10	1.524
Social cultural factors	8	2.25	1.282
Lack of commitment by top management	10	2.50	1.958
Organization structure	9	2.78	1.922

Source: Researcher (2010)

It can be seen that the greatest challenge to strategic planning is seen as the economic trends that the football clubs have to face with a mean score of 3.90, followed by inadequate resources which had a mean score of 3.20. Political and legal trends are also a significant challenge to strategic planning with a mean score of 3.10. The factor that received the least score in regards to it acting as a challenge to strategic planning was that of social cultural factors. This could indicate that football clubs are faced with hard economic cycles which impact negatively on the strategic planning process.

**Table 4.4.2: Statements concerning strategic planning**

	Great Extent 5 (%)	Moderate Extent 4 (%)	Some Extent 3 (%)	Small Extent 2 (%)	Not at all 1 (%)
Strategic planning process is time consuming	27.3	27.3	9.1	18.2	18.2
Strategic planning process is cumbersome	9.1	0.0	9.1	36.4	45.5
Goals and objectives are clear for everyone	45.5	18.2	9.1	9.1	18.2
There is low team work in strategic planning	9.1	9.1	9.1	27.3	45.5
Resistance from some departments	9.1	27.3	9.1	9.1	45.5
Strategic planning is a worthwhile project	90.9	0.0	9.1	0.0	0.0

From the findings as represented in the table it can be deduced that all the management of the football clubs appreciate the importance of strategic planning within their clubs. This is shown by 90.9% of the respondents indicating strategic planning is a worthwhile project to a great extent. Further evidence of the importance of strategic planning is given by respondents who do not agree with the notion that strategic planning is cumbersome in nature. These statements reflect the largely positive view that the majority management teams have of strategic planning.

## **CHAPTER FIVE: SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

Having analysed the research data and the resultant findings this chapter will discuss these findings, give conclusions as well as highlight the limitations of the study and finally give recommendations for both further study and also for policy and practice.

### **5.2 Summary, Discussions and Conclusions**

From the findings highlighted in the previous chapter it is evident that strategic planning is practiced, albeit in different degrees within the various football clubs in the KPL. This can be shown in the fact that a majority of the clubs in question have mission and vision statements. In a majority of these clubs these vision statement are written down. Paradoxically however, a majority of the respondents found it extremely difficult to state these vision and mission statements, indicating a theoretical realization that these are important tools but at the same time paying lip service to power and purpose of these statements. Bloisi, Cook and Hunsaker (2007) contend that vision and mission statements are direction setting and thus connote future desired destinations it is thus imperative that they be embedded in all organisational members, management included, or they lose their direction setting ability.

Another indication of the strategic planning practices in the clubs is in reference to the fact that the vast majority of the clubs have a strategic plan and in furtherance to this it is written down. Therefore it can be concluded that strategic planning is not a new phenomenon within the sports fraternity and football clubs in the Kenya Premier League specifically. That said, it must be emphasized that the strategic planning at these organisations is at its germinal stage.

This is to be expected as a majority of the clubs are only just coming to terms with the gradual professionalizing of sports in general and football in particular.

An interesting finding of the study is that the majority of clubs have in house committees, mostly consisting of the top management of the clubs, which are mandated with the formulation of the strategic plans. However, the factors that were deemed to be the most challenging towards strategic planning to the greatest extent were lack of commitment by top management, organisational structure and inadequate resources. Thus even as strategic plans are undertaken, careful consideration should be given to the political dimension. A majority of the clubs still have an amateur association outlook and organisational structure but increasingly a reorganization of these clubs with an eye to professionalising their management is occurring. Harris and Jenkins (2001) contend that this particular structure is susceptible to power struggles especially where a new professional outlook is being introduced.

That strategic planning is a challenging process is not a new thing (Kiuna, 2007, Kitangita 2007 and Simpsons & Thompson 1998). In this regard the study was able to uncover specific issues that were highlighted as challenges to the strategic planning process. The issues that were mentioned the most often as challenges included economic trends, inadequate resources and political and legal trends. However, issues that were thought of as being challenges to the greatest extent included lack of commitment by top management, inadequate resources and organisational structure. These challenges somewhat mirror the major weaknesses that were mentioned by these organisations. The major weaknesses included financial constraints and organisational politics. If concerted efforts are not undertaken to counter or mitigate these weaknesses, strategic management in general and

strategic planning in particular may not be able to surmount these challenges (Kitangita, 2007).

### **5.3 Limitations of the study**

The study from various limitations. Some of these limitations were centred on the research methodology while others were centred on other premises. A Major methodological limitation may have been due to the data collection instrument. The researcher cannot undermine the possibility that some respondents did not quite understand how they were supposed to respond. This lack of understanding can be said to have brought about a further limitation, researcher bias. In explaining unclear concepts or questions the researcher may have inadvertently influenced the responses so gained.

The nature of the respondents was also a major limitation of the study. Many of these clubs are not based in one area and because the league is played in a round robin fashion, many of the club officials travel extensively and as such it became difficult to locate them.

Lastly, the study was conducted as a quantitative study that was aimed at generating universalities about the subject matter. However, a qualitative study may have exposed more issues in a richer, deeper sense.

### **5.4 Suggestions for further research**

The study was situated on the football clubs to be found in the KPL and as such one of the chief suggestions of further research is that a replicative study in other sporting disciplines should be conducted. Connected with this is the suggestion that a case study, which would yield far richer results in regards to the issues at hand should be conducted in order to gain full knowledge strategic management within this unique management set up. A comparative

study aimed at gauging strategic management between two different sporting disciplines may also be beneficial to both academic literature and management practice.

The present study was only concerned with the strategic planning of the football clubs. Strategy formulation is only a small segment of the broader subject strategic management. Thus further research could and should be conducted on various aspects of strategic management within these football clubs. These aspects could include strategic implementation as well as strategic evaluation.

### **5.5 Recommendations for policy and practice**

One of the recommendations that the researcher would like to put forth is in regards to the exposure of football club management to strategic management. The majority of the clubs have in house committees that undertake their strategic planning processes; a careful assessment of the educational level of the respondents indicates that the vast majority have either O level or diploma education. These educational levels do not adequately expose or train these individuals towards strategic management. The Kenya Premier League or even individual clubs should consider instituting a training program that fully captures strategic management with a special bias in sports management. This would enhance strategic management within the football clubs and ultimately be a tool to towards improving organisational performance.

Many Kenya Premier League clubs are at a crossroad in their management philosophy. The organisational structures, policies and practices that previously worked may not be suitable at this time. Football in Kenya is no longer purely, a sport in the strict sense of the word, but it is a commercial activity like any other. Stakeholders need to recognise this and help Kenyan

football managers and officials acquaint themselves with this paradigm shift. As such various stakeholders and specifically Supersport and Kenyan Government must enhance the capacity of our football officials. These could include practical attachments to other countries or areas where sport is professional managed as a business entity.



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## APPENDICES

**Appendix 1: Table of Football Clubs within the Kenya Premier League**

CLUBS	SPONSORS
AFC Leopard FC	Community Based
Agro-Chemical FC	Agro-Chemical and Food Company
Bandari FC	Kenya Ports Authority
Chemilil Sugar FC	Chemelil Sugar Company
Gor Mahia FC	Community Based
KCB FC	Kenya Commercial Bank
Mathare United FC	Xxcel Africa Limited
Nairobi City Stars	Ambassadors In Sports
Red Berets	Kenya Police Force
Sher Karuturi	Flowers Express FZE
Sofapaka	MAOS Ministry
Sony Sugar	Sony Sugar Company
Thika United FC	Community Based
Tusker FC	East Africa Breweries Limited
Ulinzi Stars	Ministry of Defence
Western Stima FC	Kenya Power and Lightning Company

Source: Kenya Premier League (2010) <http://www.kpl.co.ke>



Appendix 2: Introduction letter from University of Nairobi



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**MBA PROGRAM - LOWER KABETE CAMPUS**

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE... 12/08/2010 .....

TO WHOM IT MAY CONCERN

The bearer of this letter... ELLIAB WANGANGU OMONDJI .....

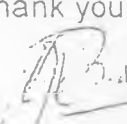
Registration No: ... D61/72192/2008 .....

is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

  
UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
MBA OFFICE  
DR. W.N. IRAKI P. O. Box 30197  
CO-ORDINATOR, MBA PROGRAM



**KENYAN PREMIER LEAGUE**

*For the good of our sport and nation*

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web [www.kpl.co.ke](http://www.kpl.co.ke)

June 30, 2010

**TO WHOM IT MAY CONCERN**

**Re: ELLIAB WANYANGU**

The above named is an MBA Student at the University of Nairobi. He has approached the Kenyan Premier League and wishes to do a research topic on Strategic Planning on KPL and the Clubs.

As this will be beneficial to the KPL and Clubs we request that you accord him support to enable him complete his project successfully.

Thank you for your continued support.

Yours sincerely,



Jack Oguda, Chief Executive Officer  
Kenyan Premier League Limited  
P.O Box 5350, Nairobi, 00506 Kenya  
Tel+Fax: (254) 20 605215  
Mobile: (254) 722 741411  
Website: [www.kpl.co.ke](http://www.kpl.co.ke)

## Appendix 4: Questionnaire

### Strategic Planning of Football Clubs in the Kenya Premier Clubs

#### PART A: Demographical Information

1. How long has the club been in existence? \_\_\_\_\_
2. How long has the club been in the Kenya Premier League? \_\_\_\_\_
3. How many employees does the club have? \_\_\_\_\_
4. What is your designation at the club?  
\_\_\_\_\_  
\_\_\_\_\_
5. What is your education level?  
\_\_\_\_\_  
\_\_\_\_\_

#### PART B: Strategic Planning

1. Does the club have a vision statement?      Yes    [ ]      No    [ ]
2. Is it written down?                              Yes    [ ]      No    [ ]
3. State it  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. Who formulated the vision statement?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
5. Does the club have a mission statement?    Yes    [ ]      No    [ ]
6. Is it written down?                              Yes    [ ]      No    [ ]
7. State it  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
8. Who formulated the mission statement?  
\_\_\_\_\_  
\_\_\_\_\_
9. Is planning accepted as a philosophy in your organisation

Yes [ ]      No [ ]

10. Does your organisation have set objectives? Yes [ ] No [ ]

11. What is the main objective of the organisation?

---

---

12. What is the duration of your strategic plan? (Tick where appropriate)

- a. Less than 1 year      [ ]
- b. Upto 3 years      [ ]
- c. Upto 5 years      [ ]
- d. Others (specify) \_\_\_\_\_

13. What type of plans does your organisation have?

- a. Corporate      [ ]
- b. Financial      [ ]
- c. Marketing      [ ]
- d. Other (Specify) \_\_\_\_\_

14. Do you gather information from the external environment? Yes [ ]  
No [ ]

15. What type of information is gathered from the external environment?  
(Please specify)

---

---

16. Who collects this information

---

---

17. What would you consider to be the strengths of your organisation?

---

---

18. What would you consider to be the weaknesses of your organisation?

---

---

19. Do you have a strategic plan? Yes [ ] No [ ]

20. Is it written? Yes [ ] No [ ]

21. Who participated in its formulation?

- a. In-house committee      [ ]
- b. External consultants      [ ]
- c. Chief executive officer      [ ]

d. Others (Specify) \_\_\_\_\_

22. Indicate by ticking where appropriate which features characterize your planning process?

- a. Informal planning meetings [ ]
- b. Timetables for the preparation of plans [ ]
- c. Clear cut responsibilities for planning [ ]
- d. Existence of a planning department/committee [ ]

**PART C: Strategic Planning Challenges**

23. Do you find strategic planning challenging?

Yes [ ] No [ ]

24. To what extent would you consider the following as posing major constraints to effective strategic planning in your organisation? (Use a 5 point scale, where 1=not at all and 5=great extent)

	1	2	3	4	5
a. Inadequate resources	[ ]	[ ]	[ ]	[ ]	[ ]
b. Inadequate training	[ ]	[ ]	[ ]	[ ]	[ ]
c. Shortage of qualified personnel	[ ]	[ ]	[ ]	[ ]	[ ]
d. Economic trends	[ ]	[ ]	[ ]	[ ]	[ ]
e. Technology issues	[ ]	[ ]	[ ]	[ ]	[ ]
f. Political and legal factors	[ ]	[ ]	[ ]	[ ]	[ ]
g. Social cultural factors	[ ]	[ ]	[ ]	[ ]	[ ]
h. Lack of commitment by top management	[ ]	[ ]	[ ]	[ ]	[ ]
i. Organization structure	[ ]	[ ]	[ ]	[ ]	[ ]
j. Any other (please specify)-----	[ ]	[ ]	[ ]	[ ]	[ ]
k. -----	[ ]	[ ]	[ ]	[ ]	[ ]
l. -----	[ ]	[ ]	[ ]	[ ]	[ ]

25. To what extent would you say that

	1	2	3	4	5
a. Strategic planning process is time consuming?	[ ]	[ ]	[ ]	[ ]	[ ]
b. Strategic planning process is cumbersome?	[ ]	[ ]	[ ]	[ ]	[ ]
c. Goals and objectives are clear for everyone?	[ ]	[ ]	[ ]	[ ]	[ ]
d. There is low teamwork in strategic planning	[ ]	[ ]	[ ]	[ ]	[ ]
e. Resistance from some departments	[ ]	[ ]	[ ]	[ ]	[ ]
f. Strategic planning is a worthwhile project	[ ]	[ ]	[ ]	[ ]	[ ]