

**MARKETING MIX STRATEGIES ADOPTED BY TENNIS  
AFFILIATED ORGANIZATIONS TO ENHANCE COMPETIVENESS.  
A STUDY OF NAIROBI COUNTY, KENYA**

**JANE NJOKI MUCHOHI**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER  
OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVER-  
SITY OF NAIROBI**

**NOVEMBER, 2015**

## **DECLARATION**

I declare that this project is my original work and has not been presented for any degree award in any other University.

Signature:..... Date:.....

**Jane Njoki Muchohi**

**D61/60013/2010**

This research project has been submitted for examination with my approval as the University Supervisor

Signature:..... Date:.....

**Dr Raymond Musyoka,**

**Lecturer, Department of Business Administration**

**University of Nairobi**

## **DEDICATION**

I dedicate this work to my close family members who have encouraged and supported me throughout my life, and especially to pursue this MBA course.

## **ACKNOWLEDGEMENT**

First, I give all glory unto the Almighty God who enabled me to pursue this course till the end without referral in any unit.

My sincere appreciation goes to my close family members for tirelessly inspiring and encouraging me to overcome challenges and achieve my goals. I wish to acknowledge the support from my close friends who assisted me greatly to complete this research project. I would also like to acknowledge support I received from my employer and colleagues especially for accommodating a flexible schedule that allowed me to consult widely when working on my research project. I wish to acknowledge all my lecturers at the school of business, much thanks and appreciation to Mr. Victor Munayo, lecturer in the field of marketing, got his support and guidance, and Dr. Raymond, my University supervisor for his guidance, and support throughout my project work. Special thanks also go to all respondents who took part out of their busy schedules to respond to the questionnaires and enabled the successful completion of this research project.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	ii
<b>DEDICATION</b> .....	iii
<b>ACKNOWLEDGEMENT</b> .....	iv
<b>LIST OF TABLES</b> .....	viii
<b>LIST OF FIGURES</b> .....	ix
<b>ACRONYMS AND ABBREVIATIONS</b> .....	x
<b>ABSTRACT</b> .....	xi
<b>CHAPTER ONE: INTRODUCTION</b> .....	1
1.1. Background of the Study.....	1
1.1.1. The Concept of Marketing Mix Strategies .....	2
1.1.2. Concept of Affiliation .....	3
1.1.3. Competitiveness.....	3
1.1.4. Sports Industry in Kenya.....	4
1.1.5. Tennis Affiliated Organizations in Kenya.....	5
1.2. Research Problem .....	6
1.3. Research Objectives.....	8
1.4. Value of the study .....	8
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	10
2.1. Introduction .....	10
2.2. Theoretical Foundation.....	10
2.2.1 Strategic Alliance Dynamism (SAD) Model.....	10
2.2.2 Commitment Trust Theory .....	11
2.3. Marketing Mix Strategies .....	11
2.3.1. Product Strategy.....	11
2.3.2. Price Strategy.....	12
2.3.3. Place Strategy .....	13
2.3.4. People Strategy .....	14
2.3.5. Physical Evidence Strategy .....	14
2.3.6. Process Strategy .....	15
2.3.7. Promotion Strategy .....	15
2.4. Competitive strategies .....	17

2.5. Marketing mix strategies and competitiveness .....	19
2.6. Empirical Review.....	20
<b>CHAPTER THREE: RESEARCH METHODOLOGY.....</b>	<b>23</b>
3.1. Introduction .....	23
3.2. Research Design.....	23
3.3 Population of the Study .....	23
3.4 Data Collection .....	24
3.5 Data Analysis .....	24
<b>CHAPTER FOUR: DATA ANALYSIS, FINDINGS, AND DISCUSSION..</b>	<b>25</b>
4.1. Introduction .....	25
4.2. Demographic analysis.....	25
4.2.1. Response rate for respondents .....	25
4.2.2. Positions held by respondents.....	26
4.2.3. Length of service .....	27
4.2.4. Ownership of Tennis Affiliated Organizations.....	28
4.3. Market share and competitiveness .....	29
4.3.1. Market Share.....	29
4.3.2. Competitive Strategies .....	29
4.4. Marketing mix strategies adopted amongst TAOs to enhance competitiveness .....	30
4.4.1. Product strategy .....	30
4.4.2. Price Strategy.....	35
4.4.3 Place strategy .....	38
4.4.5 People Strategy .....	42
4.4.6 Process Strategy.....	45
4.4.7 Physical Evidence Strategy .....	48
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>49</b>
5.1. Introduction .....	49
5.2. Summary of Findings.....	49
5.3. Conclusion.....	53
5.4. Limitations.....	53

5.5. Recommendations.....	54
5.6. Suggestions for Further Research.....	54
<b>REFERENCES</b> .....	<b>55</b>
<b>APPENDICES</b> .....	<b>58</b>
APPENDIX 1: Questionnaire.....	58
APPENDIX 2: List of Tennis Affiliated Organizations in Nairobi County.....	66
APPENDIX 3: Letter of Introduction.....	67

## LIST OF TABLES

Table 4.1 Positions held by respondents.....	27
Table 4.2 Competitive Strategies adopted by TAOs .....	30
Table 4.3 Product Classes for Tennis Programs amongst TAOs .....	31
Table 4.4 Product Classes for Tennis Competitions amongst TAOs .....	32
Table 4.5 Product extensions for TAOs in Nairobi County.....	34
Table 4.6 Average prices for Tennis Products offered by TAOs.....	37
Table 4.7 Place characteristics amongst TAOs in Nairobi County .....	39
Table 4.8 Use of promotional media amongst TAOs .....	40
Table 4.9: Use of online media platforms for promotion amongst TAOs.....	41
Table 4.10 People characteristics amongst TAO's.....	43
Table 4.11 Ratings for Process Strategy Indicators amongst TAOs .....	46
Table 4.12 Types flexibility amongst TAOs.....	47
Figure 4.7 Correlation between processes and flexibility amongst TAOs .....	48
Table 4.13 Physical Evidence amongst TAOs .....	48

## LIST OF FIGURES

Figure 4.1: Response rate for respondents .....	26
Figure 4.2 Respondents' length of service amongst TAO's .....	28
Figure 4.3 Ownership of Tennis Affiliated organizations .....	28
Figure 4.4 Market Share.....	29
Figure 4.5 Correlation between product classes and market share of TAOs .....	35
Figure 4.6 Correlation analysis between number of online media platforms and visibility of tennis events amongst TAO's.....	42
Figure 4.7 Correlation between processes and flexibility amongst TAOs .....	48

## **ACRONYMS AND ABBREVIATIONS**

**CAT** – Confederation of African Tennis

**ITF** – International Tennis Federation

**KLTA** – Kenya Lawn Tennis Association

**NOCK** – National Olympic Council of Kenya

**MSO** - Members Sports Organization

**SAD** – Strategic Alliance Dynamism

**TAO** – Tennis Affiliated Organization

## ABSTRACT

The study investigated marketing mix strategies adopted amongst Tennis Affiliated Organizations within Nairobi County to enhance their competitiveness. The objective of the study was to determine marketing mix strategies adopted amongst Tennis Affiliated Organizations to enhance their competitiveness. Variables of the study were marketing mix strategies and competitiveness. Marketing mix strategies included: product strategy, price strategy, place strategy, promotion strategy, processes strategy, people strategy and physical evidence strategy. Variables for competitiveness included: market share, visibility of an organization, flexibility, and meeting unique needs of the target market. Data collection for this study was carried out using a questionnaire. The data collected was analyzed using descriptive statistics, frequencies, percentages and correlation analysis. Findings of the study included: marketing mix strategies adopted by Tennis Affiliated Organizations greatly enhanced their competitiveness. Product, place and promotion strategies were independent variables that enhanced competitiveness of TAOs; price, processes, people, and physical evidence strategies were dependent variables that enhanced competitiveness of TAOs. A strong correlation relationship was determined between number of product classes and market share; number of online media platforms used for promotion and online visibility of tennis events, and average number of processes and types of flexibility they offered. The study concluded that TAOs should include marketing departments with marketing staff members in their management teams, in order to adequately manipulate adopted marketing mix strategies to enhance their competitiveness.

## **CHAPTER ONE: INTRODUCTION**

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

Success in marketing requires assessing, understanding marketing mix strategies and blending them into conceptualized marketing programs. Marsh (1988) states that if the right marketing mix is achieved, people will decide to buy and there will be no need for further persuasion and use of hard-sell techniques. The concept of customer service necessitates a need for expansion of traditional marketing mix (4Ps), to the seven Ps essential in marketing services, or products that have a combination of goods and service components (Gronroos 1987). These include: price, product, place, promotion, physical presence, provision of service, and processes. Marketing mix enhances competitiveness through supporting an organization's competitive strategy. Three strategies adopted for competitiveness include: cost leadership, differentiated or focus strategies (Porter 1998). The right marketing mix strategies enhance an organization's competitiveness by influencing its strategy for market segmentation, providing marketing mix strategies for targeting different markets, and positioning products to yield a desirable image in the mind of a consumer.

Organizations are affiliated or form strategic alliances in order to pursue clear strategic collaborative objectives with different levels of integration amongst members (Elmuti and Kathawala 2011). Alliance formation allows companies to achieve market power, gain access to resources that make them more efficient and fill in the strategic gap framework that relates to the organizational learning process (Varadarajan and Cunningham 1995). Firms also use alliances to build their

knowledge base (Inkpen and Beamish 1997). Organizational knowledge provides firms with competitive advantage and is critical to the survival of firms (Osland and Yaprak 1994). Two theories will be highlighted in the study. These include: the Commitment trust theory and Strategic Alliance Dynamism (SAD) Model.

The Sports Industry in Kenya has evolved to become a huge and profitable area to invest in. It is estimated that it will generate estimated revenues of US\$150.4 million in 2017, up from US\$79.2 million in 2012, a CAGR of 13.7%. Overall spending areas include: gate revenues for live sporting events, media rights fees paid to show sports on television stations, sponsorships, merchandising and sports betting revenues. Marketing of sports in Kenya aims at providing greater value for money for its diverse stakeholders, providing higher quality coverage of major events via broadcasting and social media, utilizing social media in relationship marketing and sponsorship to supplement revenues and material support for sports events and teams as part of their marketing mix. (Pricewater Coopers Limited 2013)

### **1.1.1. The Concept of Marketing Mix Strategies**

Kotler (1997) defines marketing mix as a set of controllable variables that the firm can use to influence the buyer's response. Marketing mix strategies refer to the four 'P's for goods [product, price, place and promotion] and three 'Ps' (People, processes and physical evidence) for marketing services. Each firm strives to build up a composition of seven 'P's, which can create highest level of consumer satisfaction and at the same time meet its organizational objectives. Thus, this mix is developed with the needs of target customers, and varies from one organization to another depending on its available resources and marketing objectives. All ele-

ments of the marketing mix influence each other. They make up the business plan for a company and handled right, can give it great success. The seven components of marketing mix strategies include: product strategy, price strategy, place strategy, promotions strategy, people strategy, physical evidence strategy and processes (Shibury et al 2009).

### **1.1.2. Concept of Affiliation**

An organization that is affiliated with another means that it is officially connected with or controlled by another usually larger organization. Affiliations are therefore formal, and reflect institutional arrangements between organizations in the society (Noor et al 2005). Affiliations like strategic alliances relate to relationship between two or more entities with similar interest in order to achieve “an expressed purpose or purposes” (Bailey and Koney, 2000). Affiliation of organizations to the National Organization plays the role of binding organizations at all levels to work together and therefore share common purposes, structures, policies and procedures. It also makes it easy to address issues of joint concern, to share information and therefore maximize the marketability. All affiliated member organizations usually have a template management structure, by-laws and a constitution that enable them to enact consistent and complementary policies and strategies that address areas of common risk and that flow effectively through the organization.

### **1.1.3. Competitiveness**

Competitiveness refers to the value of an organization to differentiate itself from its competitors (Dubé and Renaghan 1999). An organization has competitive advantage whenever it has an edge over rivals in securing customers and defending

against competitive forces (Porter 1998). Value that is created by an organization is measured by the price customers are willing to pay for it (Passemard & Kleiner 2000). Whenever customers perceive a service to produce the required benefits, they will purchase that service, and, more importantly, will continue to do so over time (Wood 2004). Three generic strategies utilized by organizations to gain competitive advantage include: Focus, cost leadership and differentiated strategies (Porter 1998).

#### **1.1.4. Sports Industry in Kenya**

Sports in Kenya are managed under the Ministry of Sports, Culture and Arts. The ministry represents the highest organ in structural organization of sports in Kenya. The role of the ministry is to implement policies on sports development, propose and debate sports bills in parliament. Within the ministry, is a fully pledged Department of Sports set up in 1987. It acts as an advisory body for the government on sports matters, drawing and evaluating policies, and maintaining standards within the Sport fraternity. The Department of Sports works closely together with the National Sports Organization, National Olympic Council of Kenya (NOCK) and Sports institutions (Nteere 1991).

The “National Sports Organization” was set up in 2013 and refers to the umbrella body responsible for Olympic, Non-Olympic, Paralympic or Deaflympic sports or multi-sport organizations. It is responsible for all sports disciplines, recreational bodies, and sports governing bodies managing sports nationally. National Sports Organization therefore controls the activities of National Olympic Committee of Kenya (NOCK), Sports Institutions, National Sports Governing Bodies, Govern-

ment and Private Sports Institutions. Sports institutions in Kenya include: Sports Kenya, National Sports Fund Board of Trustees, Kenya Academy of Sports and Sports Disputes Tribunal established under this Act (Sports Act 2013).

The Sports Industry has three major stakeholders: Government, Private Sector and Non-governmental Organizations. Government plays a major in planning and formulating policy, advisory and regulatory roles to public and private sector bodies. It also controls use of sports funds, sets up training institutes at national and regional levels, and gives material support to voluntary organizations. Non-profit/not for profit organizations are mainly focused on the development of sport through promoting sportsmanship, policy making, providing donor support, training opportunities, and creating new opportunity for youth to be engaged in sports. Private Sports Organizations are set up primarily to exploit sports for profit purposes. They include: sports retailers for sports equipment and apparel, and corporations with financial interest in sport product (s) and therefore sponsor teams/players, sports facilities, and events (Smith 2008).

#### **1.1.5. Tennis Affiliated Organizations in Kenya**

Tennis Affiliated organizations refer to all members of the Tennis National Governing Body, Kenya Lawn Tennis Association. Kenya Lawn Tennis Association is responsible for regulating tennis activities and events, promoting tennis as a recreational activity and for competition purposes, and regulating the activities of all tennis organizations. In order to promote tennis nationally, and inter-nationally, Kenya Lawn Tennis Association is affiliated to other regional and international bodies. It is affiliated in Africa to C.A.T (Confederation of African tennis), and

internationally to I.T.F (International Tennis Federation). Nationally, it is affiliated to two National Sports Bodies; namely: National Olympic Council of Kenya (N.O.C.K) , a body in charge of promoting performances to Olympic levels and National Sports Organization, the national Body that regulates all sports activities. The rapid growth of Lawn Tennis in Kenya over the past years is attributable to creation and growth of Tennis Affiliated Organizations in the country. Tennis Affiliated Organizations are established as Tennis Academies in Professional and Members Clubs, Community Outreach Programs, Volunteer Projects/ Organizations, and School Tennis/ Games Programs. These organizations play a key role in establishing a link between the Kenya Lawn Tennis Association (K.L.T.A) and consumers of tennis. This is through accomplishing the broad objective of K.L.T.A which is to promote tennis in the country for fun and competitive purposes. The main activities of these organizations are to provide educate, coach and create opportunities for competition for tennis players.

## **1.2. Research Problem**

Marketing mix strategies refer to the traditional 4P's (product, price, promotion and place) in product marketing, and three further P's for service marketing of people, processes and physical evidence (Lovelock, 1996).The right marketing mix strategies enable organizations to pursue their marketing objectives in the target markets. Application of the right marketing mix also ensures provision of the right product, at the right price, in the right place thus, ensures that resources are efficiently and effectively utilized. Utilization of technology in promotions, pricing, distribution and innovation or product development ensures a match of products to customer needs.

Tennis Affiliated Organizations in Nairobi County offer tennis consumers the opportunity to learn and play the game through a series of lesson progressions, engaging in competitions. They also organize different social events for their clientele to interact with each other. These organizations have developed different marketing mix strategies that help them to remain competitive in the market. This is seen in differentiated product offerings; tennis lessons are usually tailored to suit each individual's ability level. It is also indicated in different price offerings for individual and group classes, and adults and children, use of social media to market their products amongst other strategies. (Kenya Lawn Tennis Association, 2014).

International studies done relating to application of marketing mix strategies include: Mutsikiwa et al (2012) conducted a study on the effectiveness of marketing mix on competitiveness on Food Micro and Small enterprises. Mason (2003) who conducted a study of the sports product in marketing of professional sports leagues. Bashiri et al (2010) also conducted a study evaluating Sport Sponsorship as an element of Sport Marketing Mix. Memari et al (2008) studied how marketing mix could be modelled into the Sports Industry in Iran and Yasanallah and Vahid (2012) studied the Status of Marketing Mix (7Ps) in Consumer Cooperatives at Ilam Province in Iran.

Local studies have also been done in Kenya, and include: Muinde (1999) investigated the extent of Marketing Mix Amongst Non-Bank Financial Institutions in Kenya. Obonyo (2013) evaluated marketing mix strategies adopted for competitiveness by supermarkets in Kisii Town, while Mwangi (2001) studied the extent

of usage of the marketing mix variables in the shipping industry in Kenya. Koske (2012) conducted a study to determine effects of marketing mix on sales performance of Selected Service Stations in Nakuru Town. This study will seek to answer the following questions: “What marketing mix strategies enhance competitiveness of Tennis Affiliated Organizations in Kenya?”

### **1.3. Research Objectives**

The objective of this study is as follows:

1. To determine marketing mix strategies adopted by Tennis Affiliated organizations in Nairobi County to enhance competitiveness.

### **1.4. Value of the study**

This study will benefit managers, sports marketers of Tennis Affiliated Organizations to adopt effective marketing strategies, and apply the right marketing mix for different consumer segments. Application of findings on right marketing mix for Tennis Affiliated Organization will in turn benefit consumers with better product delivery, effective communications, more efficient processes, appropriate pricing and quality products. Knowledge on marketing mix strategies for different organizations will also provide possible solutions for challenges met, and can help marketers take advantage of emerging opportunities in marketing of tennis.

This knowledge will help academicians establish a practicable body of knowledge that relates to marketing mix strategies and practices adopted amongst different Tennis Affiliated Organizations. To the future researchers especially in the field of sports marketing, this study provides a basis to stimulate further research in or-

der to develop a better understanding of the use of the marketing mix strategies in marketing sports.

Knowledge of use of marketing mix strategies amongst Tennis Affiliated Organization will also shed light on the relevance of marketing in boosting growth and development in sports. This knowledge is essential to policy makers in making decisions about resource allocation and creation and supporting strategic national and regional marketing programs for these organizations.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

This chapter reviews relevant literature on theoretical foundation of the study, marketing mix strategies, competitive strategies, application of marketing mix strategies for competitive advantage and an empirical review for marketing mix strategies.

### **2.2. Theoretical Foundation**

#### **2.2.1 Strategic Alliance Dynamism (SAD) Model**

Strategic alliances is the pooling of specific resources and skills by the cooperating organizations in order to achieve common goals, as well as goals specific to the individual partners (Varadarajan and Cunningham 1995). (Drucker 2006) came up with a three dimensional framework called strategic alliance dynamism, a conceptual framework that could be used to study the growth of strategic alliances between organizations. This model discusses the passive, friendly and hostile alliance strategies between organizations and proposes that by analyzing the above three elements, it is possible to come up with a list of factors that determine the success of these alliances. According to the theory, an alliance is more successful in a friendlier environment. Organizations therefore look for partners that will foster a friendly working relationship. If hostility develops during partnerships, growth in partnerships is likely to reduce and partnership may die. Passive relationships between partners undermine the success of strategic alliances.

### **2.2.2 Commitment Trust Theory**

Morgan and Hunt (1994) argue that trust and relationship commitment are key mediators in exchange between parties which is essential in building relationship cooperation. Morgan (1994) argue that relationship marketing involves forming bonds with customers by meeting and honoring commitments. This theory emphasizes on the need to build strong relationships with customers through providing quality products and services that meet customer needs (Hunt, et al. 2006). In order to gain trust from consumers, organizations need to build their confidence through providing quality products and ensuring that customers are satisfied with value received from an organization's products.

### **2.3. Marketing Mix Strategies**

Marketing mix is one of the key concepts in modern marketing theory (Kotler 1997). Lovelock (1996) proposes that in addition to the traditional 4P's (product, price, promotion and place) in product marketing, service marketing is broadened to include three further P's of people, processes and physical evidence. Van Heerden's (2001) also proposes that a marketing mix strategy for sports products consists of seven component strategies of marketing goods and services. It is therefore composed of the traditional 4Ps of marketing plus the 3Ps for marketing services—process, people and physical evidence.

#### **2.3.1. Product Strategy**

Shank (1999) defines a sports product as 'a good, a service, or any combination of the two, designed to provide benefits to a sports spectator, participant, or sponsor.' Sports products can be divided in the core product and product extensions. The

core product is the initial game or sporting event or competition. Product extensions include all goods or services which relate to the core product such as: merchandising, catering, hospitality, or information services. Kotler (1997) proposes that product includes product quality, design features, branding and packaging.

There are four categories of sports product. These include: spectator sports products that relate directly with stadium experiences. Examples include: competitions and sports related products sold in competition venues. Secondly, participation sports product which includes sports products emanating from participation in sports with comprehensive structures and competitions as well as loosely tied sports with low or limited competitions. These include: fitness instruction, jogging amongst others. Thirdly are sports goods which include tangible products specific to participation of a sport, such as: apparel and shoes. The fourth category of sports products is the sport services and it includes: private sports lessons, team coaching, community competitions, health and rehabilitation consultations, local or recreational sport practice and events (Fullerton and Russell 2008).

### **2.3.2. Price Strategy**

The price of a product represents what a consumer relinquishes in exchange for a sporting good or service and value acquired from a product Smith (2008). Kotler and Armstrong (2004) assert that pricing is an important strategic marketing mix element as it is the only tool that generates revenue while the other elements generate costs. Pricing not only influences a sport product's profitability, it also communicates a powerful message to consumers about the brand, and consumer expectations about the value of a sports product. A pricing strategy should be in

conformity with goals of the Sports Organization. Pricing goals are mainly divided into profit-based pricing goals, and sales-based pricing goals (Shilbury et al 2009). Profit-based goals are focused on how much money a sport organization earns after it has paid all of its costs. Sales-based pricing goals are focused on the amount of sales an organization makes.

Profit based goals lead to three strategies: firstly, is skimming/ profit maximization pricing strategy that involves setting a price that maximizes profit, but that is not above the *perceived value* of the product. Secondly is the satisfactory profit pricing strategy that involves setting a reasonable price in order to achieve a reasonable profit. Lastly, is the return on investment pricing strategy which involves developing a mathematical equation of price whereby net profit is considered as a function of investment in the product. Alternatively, Sale based pricing strategies include: market share and sales maximization/ penetration strategies. The former aims at developing a price that will deliver a certain set revenue/ percentage expected from a segment of the market while the latter aims to achieve as many sales as possible without high regard to profits achieved.

### **2.3.3. Place Strategy**

Place is concerned with how and where consumers get access to a sport product or service in order to use it (Smith 2008). The main objectives of place strategy include: getting the right product, at the right price, in the right quantity, at the right time and the right place (Mutsikiwa et al 2012). A sport facility is a place where sport competitions are delivered as entertainment to sport spectators and as activity to sport participants. The sport facility is the most important distribution chan-

nel for sport activities and events. For a sports facility to be an effective distribution channel it should possess superior features that have a powerful influence on a sport consumer's experience of an event. Such features include: location and accessibility, safety, design and layout, facility infrastructure and customer service.

#### **2.3.4. People Strategy**

Sport service is consumed at the same time as it is produced; both staff and other consumers can influence perceptions of service quality (Smith 2008). This is particularly true for 'high contact' services like fitness centers and sporting competitions where 'staff members' are part of the service being consumed. This strategy involves management of human resources management policies and practices, establishing a customer oriented culture throughout the firm and empowering employees to provide quality services, managing leadership, job re-design, and systems to reward and recognizing outstanding achievement (Berry, 1981). People component in service marketing mix also includes management of the firm's customer mix as other customers who are being served can also influence one's satisfaction with a service Lovelock (1996).

#### **2.3.5. Physical Evidence Strategy**

A sport product is intangible and subjective, making it harder for a marketer to sell it as a commodity, standardized in quality and physical shape (Shibury et al. 2009). Physical evidence therefore represents visual and/or tangible clues of the service product that make a sport product more tangible to the customer prior to purchase, during purchasing, and post purchasing it, reinforcing service quality. Physical evidence must be redesigned to be consistent with the personality that the

firm wishes to project in the market place (Betts, 1994). Physical evidence includes: the design and construction of the facility, well groomed employees, clean and well maintained competition grounds, well-manicured lawns, good food and beverage facilities, seating and scoreboards, design of tickets, programs and merchandise. Physical surrounding and other visible cues can have a profound effect on the impression customers' form about the quality of the service they receive (Bitner, 1992).

### **2.3.6. Process Strategy**

Identifying process management as a separate activity is a prerequisite of service quality improvement (Lovelock 1996). Processes refer to the steps that a consumer progresses through in order to receive a service and those processes a service provider performs in order to deliver the sport service (Smith 2008). For example: queuing for a ticket, submitting to security screening, finding the right seat when attending a sports event, and the process of buying a sports equipment. Organizational processes should be integrative in nature and aimed at meeting the strategic goals of an organization as well as creating, enhancing and delivering customer value and ultimate satisfaction (Mutsikiwa 2012). Processes should also be conducted in an appropriate way so that they do not take away customers' perceptions of expected quality of the product and real time product delivery.

### **2.3.7. Promotion Strategy**

Promotion refers to the way that sport marketers communicate with consumers to inform, persuade and remind them about the features and benefits described by a sport product's positioning. The aim of a promotional strategy is to bring existing

and prospective customers from a state of unawareness about an organization's products to a state of actively adopting them (Cowell, 1984). Quinn et al (1990) proposes that promotion create widespread awareness about services on offer and to enhance the image of the institution Smith (2008) and Shilbury et al (2009) indicate that promotions mix elements include: advertising, personal selling, sales promotions and public relations.

Advertising is a one-way communication where a marketer pays someone else to have their product, brand or organization aired/ advertised on mass media channels including: televisions, radio, print media (newspapers, magazines and other publications), digital media (internet and mobile platforms), posters and bill boards. Personal selling involves one-to-one communication over telephone or face-to-face, text messaging on a mobile cellular phone or through an Internet portal between a consumer and a salesperson. The aim of personal selling is to build relationships with consumers in order to ultimately to convince them to try the product. Endorsements, social media marketing and sponsorships are new forms of personal selling that are common in the sport industry.

According to Shilbury et al (2009) sales promotion refer to a set of promotion activities that stimulate sales and support advertising, personal selling and publicity. Usually such activities are temporary and may involve price or non-price strategies. Examples of non price promotions include: use of giveaways, such as caps, drink bottles, posters. Sales promotions aim to achieve a variety of promotional goals, such as: encouraging loyal customers to buy more often, encouraging con-

sumers to change when they buy a particular product or persuading consumers to switch to the brand being offered.

Other forms of promotion include: public relations and publicity. Shilbury et al (2009) states that publicity is a non-personal communication that is neither paid for nor sponsored by a promoting organization; For example: the amount of space and time given to sport and related activities in the media. Smith (2008) indicates that Public relation is concerned with building a good 'image' for sport organizations. It is important for sport organizations to have a good relationship with different groups in the community through planned communication and participating in community development activities.

#### **2.4. Competitive strategies**

Porter (1998) described competitive strategy as taking offensive or defensive actions in order to create a defensible position in an industry, to cope successfully with the five competitive forces and thereby yield a superior return on investment for the firm. He proposes that there are three generic strategic approaches to outperforming other firms in an industry: these include overall cost leadership, differentiation and focus. Cost leadership requires aggressive construction of efficient-scale facilities, vigorous pursuit of cost reductions from experience, tight cost and overhead control, avoidance of marginal customer accounts, and cost minimization in areas such as research and development, service, sales force, and advertising. A great deal of managerial attention to cost control is necessary to achieve these aims.

This strategy requires maintaining a wide line of related products to spread costs, and serving all major customer groups in order to build volume. In turn, implementing the low-cost strategy may require heavy up-front capital investment in state-of-the art equipment, aggressive pricing, and start-up losses to build market share. High market share may in turn allow economies in purchasing which lower costs even further. Once achieved, the low-cost position provides high margins which can be reinvested in new equipment and modern facilities in order to maintain cost leadership.

The second generic strategy is differentiating the product or service offering of the firm, creating something that is perceived in the industry as being unique. Approaches to differentiating can take many forms: design or brand image, use of technology, superior product features, customer service, and acquiring dealer network in product distribution. Differentiation strategy does not allow the firm to ignore costs, but rather they are not the primary strategic target. Differentiation, if achieved, is a viable strategy for earning above-average returns in an industry because it creates a defensible position for coping with the five competitive forces as it provides insulation against competitive rivalry because of brand loyalty by customers and resulting lower sensitivity to price. It also increases margins, which avoids the need for a low-cost position.

The final generic strategy is focusing on a particular buyer group, segment of the product line, or geographic market and may take many forms. Focus strategy is built around serving a particular target very well, and its strategy is to serve its narrow strategic target more effectively or efficiently than competitors who are

competing more broadly. As a result, the firm achieves either differentiation from better meeting the needs of the particular target, or lower costs in serving this target, or both. The firm achieving focus may also potentially earn above-average returns for its industry.

## **2.5. Marketing mix strategies and competitiveness**

Competitiveness entails a multidimensional concept to effectively blend the marketing mix elements better than competitors (Mutsikiwa 2012). This implies that for an organization to achieve competitive advantage, it should design and manipulate optimum marketing mix strategies to complement its competitive strategy and deliver value to its customers, better than competitors. It requires a study of competitive forces in the environment, customer needs, available resources and an organization's strategy. It is highly necessary to plan and implement appropriate marketing mix strategies for competitive advantage as explained herein:

To achieve competitive advantage based on differentiation, an organization may utilize the following marketing mix strategies: superior design and packaging, superior product features, user friendly technology for specialty products, and increase the usefulness of product in order to increase market share (Porter 1998). Other marketing mix strategies include: Strong marketing initiatives, skimming pricing strategies, intense customer support, product engineering with creative flair, strong capability in basic research, quality or technological leadership and strong cooperation from channels.

On the other hand, to achieve competitive advantage through cost leadership an organization requires process engineering skills, intense supervision of labor, products designed for ease in manufacture, Low-cost distribution system Cost efficient-scale facilities, cost reductions from experience, tight cost and overhead control, avoidance of marginal customer accounts, and cost minimization in research and development, sales force, and advertising. The marketing entire focus strategy is built around serving its narrow strategic target more effectively or efficiently than competitors who compete more broadly. Therefore an organization may use marketing mix strategies for either differentiation in order meet the needs of the particular target, or lower costs in serving this target, or both.

## **2.6. Empirical Review**

In the study ‘modeling marketing mix into the Iranian Sports industry, an eight factor path analysis exploratory model was applied. Eight marketing mix factors were identified. Based on this, the marketing mix of the Iranian sport industry was modeled according to four independent factors/ variables and four dependent factors. The independent variables and controlling tools for the managers include: sponsorship factor, promotion management, pricing management and power of market. Four dependent marketing mix factors include: public-relation management, management process, brand management and place management (Memari Z et al, 2008).

Muinde (1999) focuses on the extent of application of the marketing mix variables by Non Bank Financial Institutions in Kenya. The objectives of the study were to determine the extent to which NBFIs in Kenya apply the marketing mix variables

and to identify the factors that influence the extent to which each marketing mix element is applied. Data was collected using a questionnaire and analyzed using descriptive statistics, frequencies, cross tabulations and factor analysis. It was found that personnel, product, and pricing greatly influence the success of marketing strategy. Successful application of the above elements of the marketing mix is supported by appropriate application of physical facilities, place, and promotion. Further, it was established that five other factors commonly influence all the marketing mix variables in different degrees. These are: availability of funds, operating costs, profitability, types of consumers, and types of services.

Yasanallah and Vahid (2012) studied the status of marketing mix (7Ps) in cooperatives and to provide proposals to improve the conditions of such cooperatives. This was a descriptive research. Its population consists of all members of consumer cooperatives in Ilam province in Iran. According to research objectives, seven hypotheses are provided and tested by one sample t-test. As a result, hypotheses on price, location, promotion, product, operation management and physical assets showed lower than average status of these elements apart personnel element. This shows personnel were in proper condition of the marketing mix amongst cooperatives in Ilam province.

Wakefield and Sloan (1995) study was focused on the product of collegiate American football and how professional sports league matches are marketed in the United States. It was found that attendance was not just a function of team performance or fan loyalty; it was also dependent upon the experience that spectators had at the stadium. It has therefore been argued that the core product of sports

which is the uncertainty of game outcomes cannot be marketed in its basic form due to its inconsistency and unpredictability. Sutton and Parrett (1992) Sports marketers therefore focus on game related factors that can appeal to all potential consumers.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1. Introduction**

This chapter outlines the methodology used in the study. The areas under consideration include: research design, target population, sample and sampling design, data collection and analysis.

### **3.2. Research Design**

This study adopted a descriptive research design that described and explained marketing mix variables utilized by different Tennis Affiliated Organizations when targeting sports consumers. This is due to the fact that the researcher was concerned with answering questions, such as how, who, where and when (Mugenda and Mugenda, 2000).

### **3.3 Population of the Study**

According to Cox (2010) a target population for a survey is the entire set of units for which the survey data are to be used to make inferences. The study population consisted of all Tennis Affiliated Organizations in Nairobi County who are approximately 17 institutions from schools, colleges, Members' Sports Organizations and Event Organizers within Nairobi County. (Kenya Lawn Tennis Association, 2013).

According to Mugenda and Mugenda (2003), population census is suitable for small studies with less than 100 units of study. The researcher will therefore conduct population census by conducting surveys amongst managers and administra-

tors of Professional and Members Sports Organizations and Event Organizers, and Principals and Deputy Principals of Educational institutions.

### **3.4 Data Collection**

Data collection utilized both secondary and primary sources of data. Primary data was collected by way of a self-administered questionnaire. The questionnaire was structured consisting of both open ended and closed questions. The target respondents were managers and administrators of Members' Sports Organizations and Event Organizers, Principals and Deputy Principals of Primary schools, and Higher learning institutions. The Survey instrument was pre-tested before it was administered. Secondary data was also used and was obtained from Sports Industry records, sports journals, company records, websites, and published articles and books.

### **3.5 Data Analysis**

After collection of questionnaires, data was coded to avoid errors. Data collected was analyzed using descriptive statistics. This included use of frequencies and percentages to describe measures of central tendencies of marketing mix variables. Likert scale questions were also used to determine the extent of use of different marketing mix strategies to enhance competitiveness amongst Tennis Affiliated Organizations. Lastly, a correlation analysis was also used to determine the relationship between marketing mix strategies and competitiveness of Tennis Affiliated Organizations.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS, AND DISCUSSION**

### **4.1. Introduction**

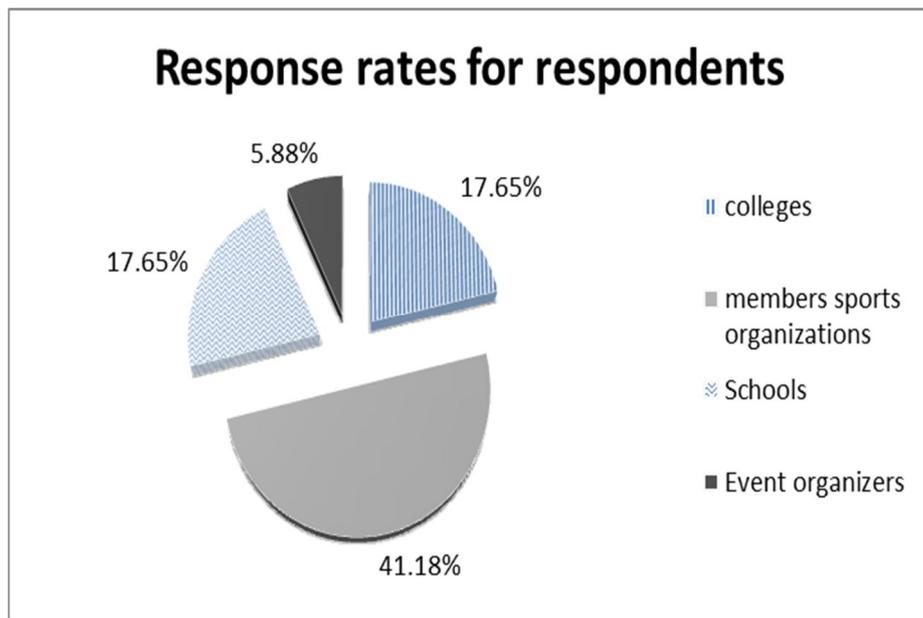
This chapter presents descriptive analysis of data and interprets the findings as per the objective of the study, to determine marketing mix strategies adopted by Tennis Affiliated Organizations to enhance their competitiveness. Data collection involved the use of questionnaires which were given to managers of Sports Members Organizations, School principals, Directors of Sports Departments in colleges, and Event organizers.

### **4.2. Demographic analysis**

#### **4.2.1. Response rate for respondents**

There were 17 questionnaires that were distributed to 17 Tennis Affiliated Organizations that included: schools, colleges, members' sports organizations and event organizers within Nairobi County. Questionnaires that were filled, collected and good for analysis were 14 in total. This signified a response rate of 82.36%. 17.65% from principals from colleges, 41.18% from managers of members sports organizations, 17.65% from principals of schools and 5.88% from event organizers. This was a good response rate, and qualifies data collected to be good for analysis. Response rate for respondents is indicated in Figure 4.1 below.

**Figure 4.1: Response rate for respondents**



**Source Researcher 2015**

#### **4.2.2. Positions held by respondents**

The position of the respondent in the company was also critical for the research. This was because the study targeted only senior sports managers who are well conversant with the marketing strategies of TAO organizations. Positions held by respondents included: 17.65% directors of Sports Departments from colleges, 41.18 % managers of Members Sports Organizations, 17.65% principals from schools and 5.88% managers from event organizers as indicated in Table 4.2.1. Since the above respondents hold senior positions in the above mentioned organizations and are well conversant with marketing strategies of their organizations, it was anticipated that the expected results will be accurate.

**Table 4.1 Positions held by respondents**

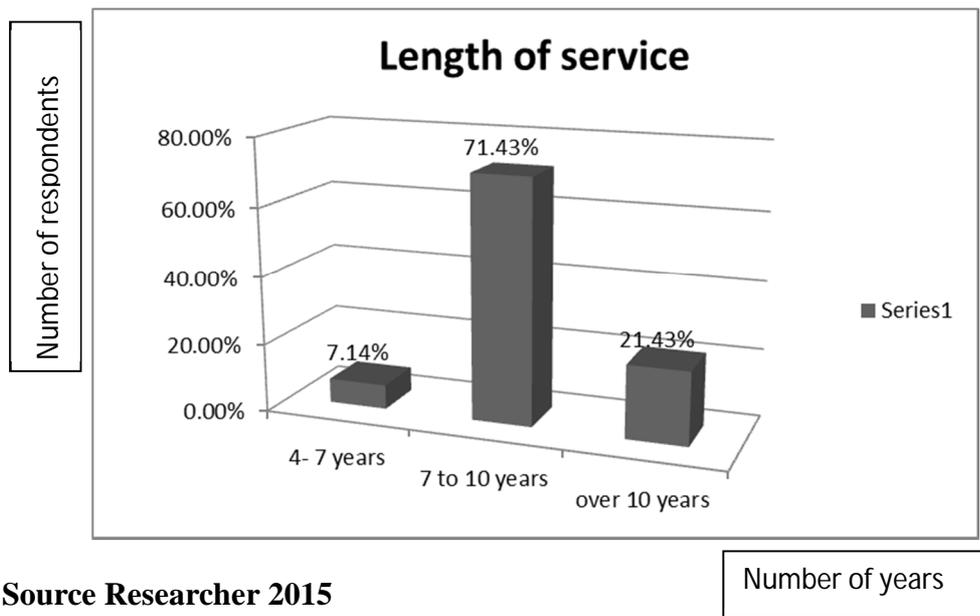
<b>Respondents of Tennis Affiliated Organizations</b>	<b>Frequency Out of 14 org</b>	<b>Proportion out of 82.86%</b>	<b>Percentage</b>
Directors of Sports Departments	3	0.176470588	17.65%
Sports Managers	7	0.529411765	41.18%
Principals	3	0.235294118	17.65%
Event organizers	1	0.058823529	5.88%

**Source Researcher 2015**

#### **4.2.3. Length of service**

The period that a person has been managing tennis in an organization important in order to determine in depth knowledge possessed regarding the organization. 71.43% of respondents have held positions of leadership in their organizations for a period of 7 to 10 years, 21.43% of respondents have held management positions in their organizations for over 10 years while 7.14% of respondents have held management positions in their organizations for 4 to 7 years. This indicates that majority of respondents (71.43%) who are involved in management of tennis amongst TAO's have high experience levels. Figure 4.2 below summarizes respondents' length of service amongst TAO's in Nairobi County.

**Figure 4.2 Respondents' length of service amongst TAO's**

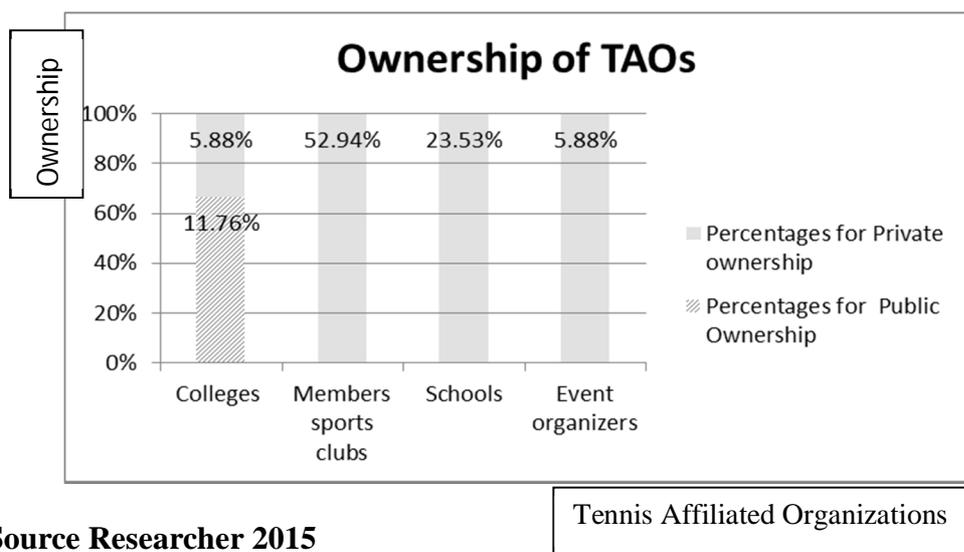


Source Researcher 2015

#### 4.2.4. Ownership of Tennis Affiliated Organizations

85.71% of TAO's are privately owned while 14.29% have public ownership. Publicly owned TAOs are amongst the college category as indicated in Figure 4.3. This indicates that majority of TAO's are privately owned and implies higher competition in provision of tennis amongst the private sector than in the Public sector.

**Figure 4.3 Ownership of Tennis Affiliated organizations**



Source Researcher 2015

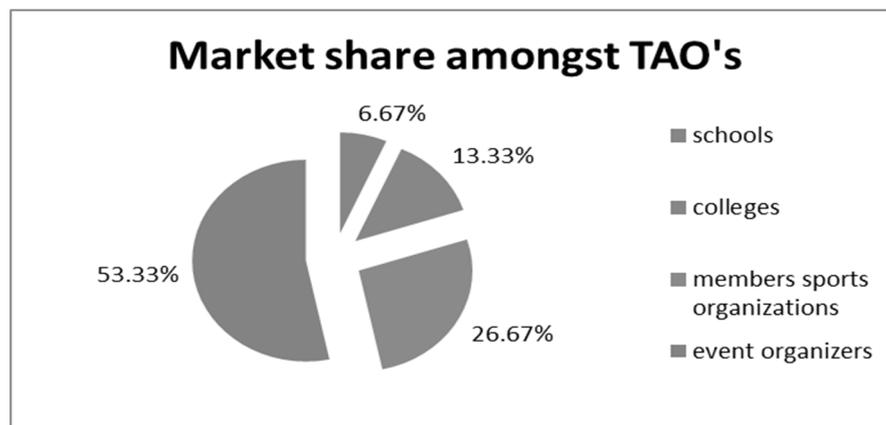
Tennis Affiliated Organizations

### 4.3. Market share and competitiveness

#### 4.3.1. Market Share

Members Sports Organizations have the highest proportion of tennis consumers of 53.33%; colleges have the lowest market share of 6.67%. Types of Tennis consumers differ amongst TAOs in different organizations as indicated in Figure 4.4; tennis consumers in schools and amongst tennis event organizers are children aged 6-18 years old, tennis consumers in colleges are young adults aged 18-25 years old, while tennis consumers in Sports Members organizations include: children, adolescents, adults and senile or oldies.

**Figure 4.4 Market Share**



**Source Researcher 2015**

#### 4.3.2. Competitive Strategies

Predominant competitive strategies adopted by TAO's are niche and differentiation strategies as indicated in Table 4.3.2. The most popular competitive strategy is differentiation strategy with a score of 50% amongst TAOs. All TAO's in schools and colleges predominantly implement cost differentiation strategy; 85.57% of TAO's amongst members sports organizations predominantly imple-

ment differentiation while 100 % of TAOs amongst tennis event organizers utilize focus differentiation strategy.

**Table 4.2 Competitive Strategies adopted by TAOs**

<b>Organization strategy</b>	<b>Frequencies for schools</b>	<b>Frequencies for colleges</b>	<b>Frequencies for MSO</b>	<b>Frequencies for event organizers</b>	<b>Total % frequencies</b>
Cost differentiation	2 66.67%	3 100%	0	0	5 35.71%
Focus differentiation	0	0	1 14.29%	1 100%	2 14.29%
Differentiation	1 33.33%	0	6 85.71%	0	7 50%
Total percentage frequencies	3 100%	3 100%	7 100%	1 100%	14 100%

**Source Researcher 2015**

#### **4.4. Marketing mix strategies adopted amongst TAOs to enhance competitiveness**

##### **4.4.1. Product strategy**

The core product amongst all TAO's in Nairobi County is provision of tennis training programs and competitions. TAO's amongst members sports clubs, colleges and schools offer tennis training sessions for beginners, inter-mediate and advanced competitors. Members' sports organizations offered individual and group training programs with a score of 71.43%, while schools and colleges of-

ferred group training programs each with a score of 14.29%. Event organizers do not offer tennis training programs, but only organize tennis competitions. The most popular training product class amongst all TAO's in Nairobi County was group training with a score of 92.86% while the lowest scoring product class was corporate tennis programs with a score of 4.76 %. Product classes offered for tennis training programs amongst TAO's in Nairobi County are indicated below in Table 4.3

**Table 4.3 Product Classes for Tennis Programs amongst TAOs**

<b>Tennis affiliated organizations</b>	<b>Individual tennis programs</b>	<b>group tennis programs</b>	<b>Corporate tennis programs</b>	<b>Total frequencies</b>
Members sports clubs	7	7	1	15 or 71.43%
Colleges	0	3	0	3 or 14.29%
Schools	0	3	0	3 or 14/29%
Event organizers	0	0	0	0
Totals	7	13	1	21
Percentage totals	30%	61.90%	4.76%	100%

**Source Researcher 2015**

Competitions are segmented according to age-groups, gender and ability levels. Major competition product classes amongst TAO's in Nairobi County include: mini-tennis with a score of 38.71%, junior and senior tournaments with scores of

36.48% and 25.81% respectively. Different TAOs organize different competitions according to the markets they serve; Schools competitions account for 12.9% of total competitions mainly composed of mini-tennis competitions; colleges recorded 9.68% of total competitions mainly composed of senior competitions, member sports clubs recorded 48.38% of total competitions with competitions comprising of all competition classes; while event organizers recorded 29.03% of total competitions comprising mainly of mini tennis and junior tournaments. The above scores indicate that Members Sports Organizations provide the highest number of competitions because they serve a more diverse market. Product classes for Tennis Competitions have been summarized below in Table 4.4

**Table 4.4 Product Classes for Tennis Competitions amongst TAOs**

<b>Competition Product classes based on age-groups</b>	<b>Product classes amongst schools</b>	<b>Product classes amongst colleges</b>	<b>Product classes amongst MSO</b>	<b>Product classes amongst Event organizers</b>	<b>Total percent frequencies</b>
Mini tennis Under 6 years, Under 8 years, Under 10 years , Under 12 years	4	0	4	4	12 38.71%
Junior tournament Under 6 years , Under 10 years ,	0	0	6	5	11 35.48%

Under 12 years , Under 14 years , Under 16 years , Under 18 years					
Senior tournament Men singles, women singles, mixed doubles, veteran and handi- cap	0	3	5	0	8 25.81%
Total product class frequencies	4	3	15	9	31
Percentages for product class fre- quencies	12.90%	9.68%	48.39%	29.03%	100%

**Source Researcher 2015**

Products extensions amongst TAO's include food and drink, playing equipment, seminars and clinics and advertising for corporate organizations. Members Sports Organizations have the highest score for tennis product extensions of 66.67% while event organizers have the least score of 4.17%. The most popular categories for product extensions of TAO's include: playing equipment and food and drink with a score of 58.33% and 29.17% respectively. This indicates that Members Sports Organizations provide highest product extensions to complement consumption of core products than all other categories of TAOs. Tennis product extensions for TAO have been indicated in Table 4.5.

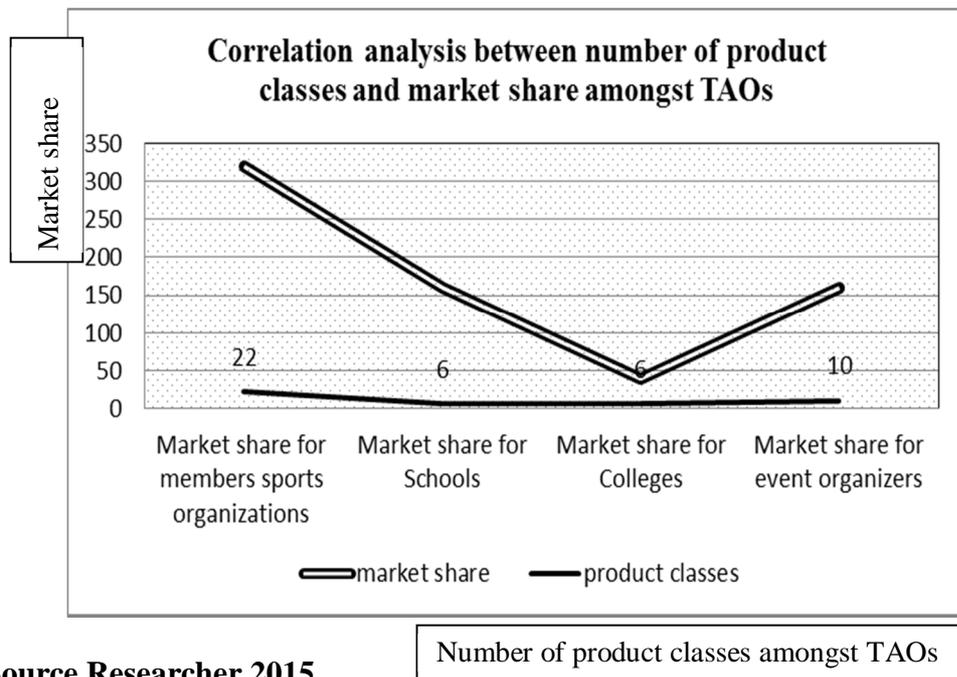
**Table 4.5 Product extensions for TAOs in Nairobi County**

<b>Product extensions provided</b>	<b>Frequencies for food and drink</b>	<b>Frequencies for playing equipment</b>	<b>Frequencies for seminars/clinics</b>	<b>Frequencies for advertising</b>	<b>Total percentages</b>
Members sports org	7	7	1	1	16 66.67%
Schools	0	3	0	0	3 12.5%
Colleges	0	3	1	0	4 16.67%
Event organizers	0	1	0	0	1 4.17%
Total frequencies	7	14	2	1	24
% totals	29.17%	58.33%	8.33%	4.17%	100%

**Source Researcher 2015**

Product strategy enhances competitiveness of TAOs through expanding product classes for tennis products in order to meet unique needs for their target markets. A measure of correlation association between product classes for TAOs and their market share indicated a high correlation score of 0.904274. This indicates that high differentiation of product offering increases competitiveness by increasing market share for target markets. Correlation analysis between product classes and market share of TAOs is indicated in Figure 4.5 below.

**Figure 4.5 Correlation between product classes and market share of TAOs**



**4.4.2. Price Strategy**

The most predominant pricing strategy implemented amongst all TAO's is competitive pricing. This strategy is however applied differently amongst TAOs. Members Sports Organizations implement a pricing strategy whereby members pay preliminary membership fees, followed by annual subscription and sports levy fees. Members then pay a participation fee for tennis sessions when they make bookings for training sessions. 3 member's sports organizations have branched from this arrangement to also include offering tennis to non-members. Under this arrangement, non-members are included into tennis programs and pay the same price for tennis training as members without bearing the burden of membership and subscription fees. Schools and colleges charge an umbrella activity fee for all sports training programs offered in the institution. Tennis group sessions are therefore offered free of charge within school hours. However, competitors who are engaged in competitive tennis training programs are charged a competitive fee by

the tennis instructor. This arrangement is usually made between parent or competitor (over 18 years) and tennis coach.

The highest charged product amongst all TAO are mini-tennis competitions with an average score of Ksh. 728.57 while lowest prices are for group training sessions with an average score of 485.71. TAOs amongst event organizers charge the highest prices for competitions with an average score of Ksh 1000 while collages charge the lowest average price of Ksh 400 in their competitions. the variation of prices charged implies high demand for tennis products amongst children in schools than young adults in colleges. It also has an implication of organizational competitive strategies utilized by TAOs. Average prices charged for different tennis products amongst TAOs are summarized in Table 4.6 below.

**Table 4.6 Average prices for Tennis Products offered by TAOs**

Products	Averages for schools	Averages for colleges	averages for members sports organizations	averages for event organizers	Total price averages	Variance Mean=582.86
individual training session	0	0	614.3	0	614.29	31.43
group training sessions	533.3	0	742.9	0	485.71	-97.14
Mini tennis competitions-per event	1000	0	885.7	1000	728.57	145.71
junior tournaments - per event	0	0	885.7	1000	514.29	-68.57
senior tournaments - per event	0	400	971.4	0	571.43	-11.43
Totals	1533	400	4100	2000	2914.29	0.00
Averages	766.7	400	820	1000	582.86	0.00
Variance Mean=582.86	184.1	-182.6	237.4	417	184.1	0.00

**Source Researcher 2015**

Price strategy enhances competitive amongst TAOs by setting appropriate prices in response to demand for tennis products and organization competitive strategy. There is a price variance of Ksh -. 182.6 amongst TAOs in colleges. This variance is in response to a small market share of 6.67% and its cost differentiation competitive strategy. Similarly the high price variance of Ksh 417 amongst members' sports clubs is in response to high demand of tennis products from its big market share of 53.33% and its differentiation competitive strategy. Schools and event organizers recorded a price variance of Ksh 184. 1. This could be because they

share similar markets for competitions, and have also predominantly adopt focus differentiation competitive strategies. Variances of tennis products offered amongst TAOs in Nairobi County are indicated in Table 4.6 above.

#### **4.4.3 Place strategy**

Member Sports Organizations have the highest ratings for place characteristics 29.32% followed by event organizers 27.81%. This indicates that place characteristics are highly prioritized amongst Members Sports Organizations than other TAOs. The highest score for place characteristics amongst all TAO's was presence of high security level with a score of 24.71% while the lowest scoring characteristic was entertainment, food and drink 13.3%; Security is the highest scoring place characteristic amongst TAOs and is highly prioritized amongst TAOs. There is a strong preference of functional place characteristics; high quality playing equipment and well maintained courts recorded high scores of 20.1% and 20.9% respectively. Entertainment, food and drink scored highest average score of 3.5 amongst Members' Sports Organizations in comparison to other TAO. This indicated entertainment, food and drink is given more attention amongst Members Sports Organizations than in other TAOs. Place characteristics are summarized in Table 4.7 below.

**Table 4.7 Place characteristics amongst TAOs in Nairobi County**

<b>Rating for place characteristics</b>	<b>Schools</b>	<b>Colleges</b>	<b>Members sports organizations</b>	<b>Event organizers</b>	<b>Percent totals</b>
presence of tennis scoreboards	1	1	4.857	5	15.2%
well maintained tennis courts	3.33	3.67	4.29	5	20.9%
high quality playing equipment	4	3.33	4.28	4	20.1%
clean service areas	3.33	3.33	4.14	4	19%
high security level	5	4.67	4.57	5	24.7%
well landscaped environment	4	3.67	4.43	4	20.7%
entertainment, food and drink	2	2.33	4	2	13.3%
Totals	22.7	22	30.57	29	100%
Averages	3.24	3.14	4.37	4.14	19%
Average percentages	21.76%	21.10%	29.32%	27.81%	19%

**Source Researcher 2015**

#### 4.4.4 Promotion strategy

The media of communication mostly utilized by TAO's to promote their products to their clientele is internet (4.57). Circulars, posters and flyers are frequently used for promotion amongst event organizers, while word of mouth is most frequently used for promotion amongst TAOs in schools. Internet is the most frequent medium for promoting products of TAO's amongst colleges and members sports organizations with a score of 5. Table 4.8 indicates summarized use of promotional media amongst TAOs within Nairobi County.

**Table 4.8 Use of promotional media amongst TAOs**

<b>effectiveness of media</b>	<b>Average scores for Event organizers</b>	<b>Average scores for schools</b>	<b>Average scores for colleges</b>	<b>Average scores for members sports org.</b>	<b>Total averages for TAOs</b>
Print media	1	1	1.67	2.14	1.71
TV and radio	1	1	2	2	1.71
Mobile	3	3	4.67	3.14	3.43
Circulars, Posters, and Flyers	5	4.33	3.33	4.14	4.07
Word of mouth	4	4.67	3.67	4	4.07
Internet	4	3.33	5	5	4.57

**Source Researcher 2015**

Additionally, TAOs reported whatsapp, Facebook, twitter, email and websites as online platforms utilized for promoting tennis products and events in their organi-

zations. The most popular online media platforms utilized by TAO's are Whatsapp (27.66%), e-mail (25.33%), and Facebook (23.40%) as indicated in Table 4.9.

**Table 4.9: Use of online media platforms for promotion amongst TAOs**

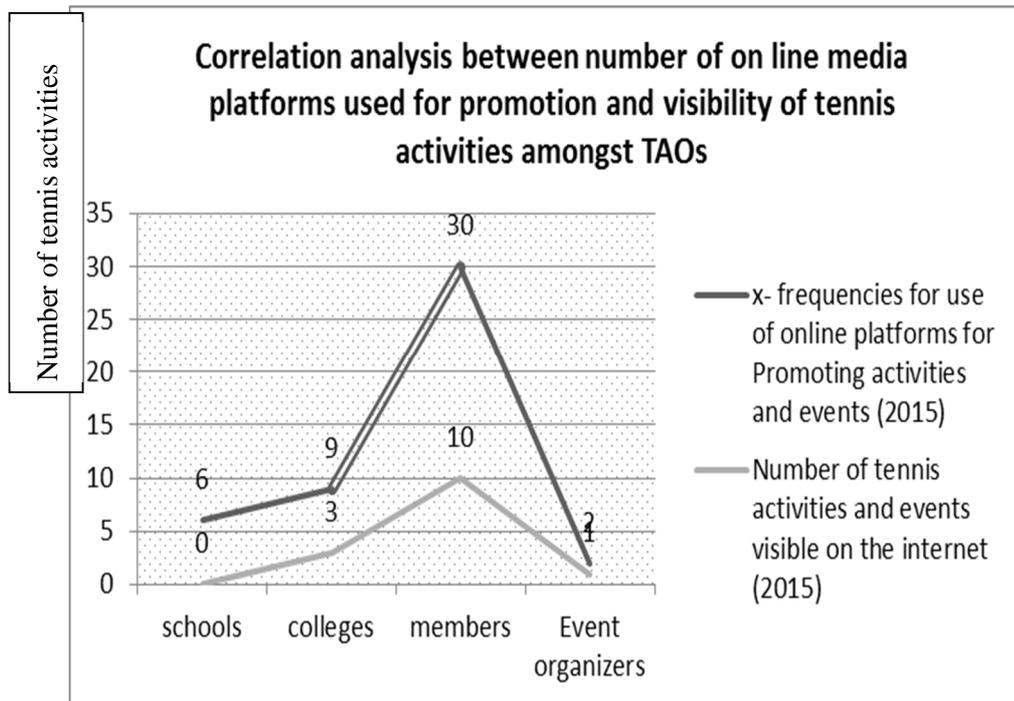
3 popular online sites	frequencies for School	Frequencies for Colleges	Frequencies for Member sports clubs	Frequencies for Event organizers	Total frequencies	total % frequencies
Whats app	3	3	6	1	13	27.66%
Facebook	0	3	7	1	11	23.40%
Twitter	0	1	3	0	4	8.51%
Email	3	2	7	0	12	25.53%
Websites	0	0	6	0	6	12.77%
Linked-in	0	0	1	0	1	2.13%
Totals	6	9	30	2	47	100%

**Source Researcher 2015**

Promotion enhanced competitiveness of TAOs through creating awareness and persuading targeted markets to prefer tennis products of certain organizations over others and increasing visibility of activities and events amongst target markets. A correlation analysis between frequencies of online platforms used for promotion and number of visible tennis activities and events amongst TAOs established a strong correlation of 0.972815. This indicates that an increase in use of online

media for promoting tennis events leads to increased visibility of tennis events amongst TAO's. Figure 4.6 indicates the correlation relationship between number of online media platforms used for promotion and online visibility of tennis events.

**Figure 4.6 Correlation analysis between number of online media platforms and visibility of tennis events amongst TAO's**



Source Researcher 2015

Number of online media platforms

#### 4.4.5 People Strategy

Mode scores for number of tennis coaches employed amongst TAO's were 2 coaches per organization. Schools, and members sports organizations employ full time tennis coaches to run tennis training programs, competitive tennis programs and competitions; Colleges occasionally employ professional coaches to run competitive tennis training programs when preparing competitors for tournaments, and to run competitions while event organizers employ coaches to play the role of of-

officials during tennis tournaments. 78.57% of tennis coaches amongst TAOs have professional qualifications from KLTA while 42.86% of tennis coaches amongst TAO's possess international qualifications from ITF (International Tennis Federation). 35.71% TAOs accommodate tennis coaches from other organizations when they lease out courts to other coaches or their members. Courts are leased out for training sessions and competitions. Mode scores for level of helpfulness of Tennis coaches amongst TAO' indicate that tennis coaches are very helpful in all schools and event organizing organizations, and somewhat helpful amongst Members Sports organizations and colleges. The mode score for level of helpfulness of Tennis coaches amongst TAO's in Nairobi County indicate a score of 64.29% for somewhat helpful characteristic. People characteristics are summarized in Table 4.10 below.

**Table 4.10 People characteristics amongst TAO's**

<b>Characteristics of Tennis Coaches</b>	<b>frequencies for event organizers</b>	<b>frequencies for schools</b>	<b>frequencies for Colleges</b>	<b>frequencies for Members sports club</b>	<b>% mode scores</b>
Tennis programs					2 coaches
0 tennis coach	1	0	3	0	
1 tennis coach	0	0	0	0	9/14=
2 tennis coaches	0	3	0	6	64.29%
3 tennis coaches	0	0	0	1	
Accommodates tennis coaches from other institution by leasing out courts	0	0	1	4	5/14 org = 35.71%

qualification level KLTA	1	3	1	7	11/14 org =78.57%
Qualification level ITF	1	1	0	4	6/14 org =42.86%
Level of helpful- ness -Not at all -Just -Average -Somewhat -very	Somewhat (score 2)  total 2	Very (score -5) 3  Total=15	Very (score 5) 3  Total=15	Somewhat (score 4) 6 Just (score 2) 1 Total 26	Some- what6/14 42.86%
Totals	6	25	23	51	100%
Averages	6	8.333333	7.666667	7.285714	20%

**Source Researcher 2015**

TAOs in Nairobi County utilize people strategy to enhance their competitiveness through employing tennis coaches in response to the demands of the predominant market segment being served. Schools have tennis coaches qualified enough to handle predominant number of beginners in their organizations while members sports clubs have higher qualified coaches to handle the needs of predominant number of advanced competitive players. Event organizers employ also employ qualified tennis coaches with officiating skills and experience to handle competitions. Colleges hire professionally qualified coaches occasionally to prepare advanced players for competitions. Members Sports Organizations also employ highly qualified coaches who can handle training programs of a diverse clientele of 6 – over 60 years old compared to other organizations with smaller and more definite market structures.

#### **4.4.6 Process Strategy**

Processes by which tennis products are created and delivered to customers amongst TAO's include preparation and delivery of tennis programs, and competitions, use of automated systems to support delivery of tennis programs, and to promote tennis products to customers. The two highest scores for processes utilized amongst all TAOs in Nairobi County were issuing of receipts after every transactions with 84.71% and ensuring timeliness of tennis coaching sessions with 72.86%. It is also indicated that customers rarely queue (indicate percentage) when making payments for tournaments amongst all TAO's. TAO's also indicated that automated booking was mainly utilized when making bookings and payments during competitions and for scheduling tennis sessions. Average scores for processes are highest amongst members Sports Organizations (4.4) and lowest amongst colleges (3). This indicates that processes utilized in Members Sports Organizations often support product provision, while processes utilized colleges support product provision on average. A summary of ratings for process indicators amongst TAOs in Nairobi County is indicated in Table 4.11 below.

**Table 4.11 Ratings for Process Strategy Indicators amongst TAOs**

<b>Rating for process indicators</b>	<b>Average scores for Event organizers</b>	<b>Average scores schools</b>	<b>Average scores colleges</b>	<b>Average scores for members sports org.</b>	<b>total average scores</b>	<b>Total Percentage scores for process indicators</b>
receipts given after every transaction	5	4	4.67	4.83	4.29	85.71%
timeliness of tennis coaching sessions	n/a	4.33	3.33	4	3.64	72.86%
use of automated systems in booking	4	3.33	3	4.17	3.43	68.57%
timeliness of tennis competitions	5	3.67	3	4	3.5	70%
customers queue when paying- competitions	2	2.67	2	2.5	2.214	44.29%
advertising for tennis programs and events	3	2.33	2	3.17	2.5	50%
Averages in each category of TAO	3.38	3.39	3	4.389	3.524	16.67%

**Source Researcher 2015**

Processes enhance competitiveness amongst TAOs by ensuring that procedures, schedules, mechanisms that support work activity are efficient, provide flexibility, and prevent delays in service delivery. Types of flexibilities found amongst TAOs are indicated in Table 4.12 and include: flexibility in making of payments for tennis lessons and competitions, booking for tennis sessions, and customized content. Members Sports Organizations have the highest averages for flexibility offered

through processes with a score of 7, while Tennis Event Organizers have the least score of 0.5.

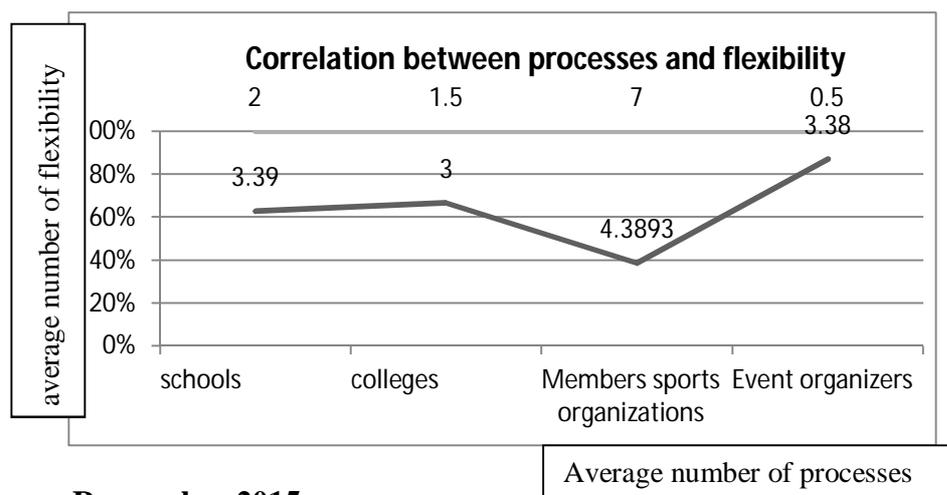
**Table 4.12 Types flexibility amongst TAOs**

<b>Flexibility</b>	<b>schools</b>	<b>Colleges</b>	<b>Members Sports or- organizations</b>	<b>Event or- ganizers</b>
Making payments for tennis lessons	2	0	7	0
Paying for tournaments (pay before or after)	3	2	7	1
Booking for sessions	0	1	7	0
Customized content	3	3	7	1
Totals	8	6	28	2
Averages (flexibility)	2	1.5	7	0.5
Percentages	18.18%	13.63%	63.63%	4.55%%

**Source Researcher 2015**

A correlation association of 0.919062 was recorded between average scores for processes utilized amongst TAOs and average scores of flexibility they offer. Correlation between process and flexibility amongst TAOs is indicated in below in Figure 4.7.

**Figure 4.7 Correlation between processes and flexibility amongst TAOs**



**Source Researcher 2015**

#### 4.4.7 Physical Evidence Strategy

Physical evidence amongst TAOs includes all queues that have a profound impact on quality of service being provided. These include: the appearance and physical setting of tennis facilities, and physical surrounding as described in place characteristics, use of promotional media, and processes. Promotion has the highest frequency of 47 amongst all TAOs. Members Sports Organizations have the highest average scores of 5.05 for physical evidence as detailed in Table 4.13 below.

**Table 4.13 Physical Evidence amongst TAOs**

Physical evidence	schools	Colleges	Members sports org	Event organizers	totals	average
Place characteristics	3.24	3.14	4.37	4.14	14.89	3.72
Processes	3.39	3	4.39	3.38	14.16	3.54
Promotion	6	9	30	2	47	11.75
Totals	12.6	15.14	38.8	9.5	76.04	19.01
Averages	4.21	5.05	12.9	3.2	25.36	6.34
Percentages	16.6	19.91	50.87	12.62	100	25

**Source Researcher 2015**

## **CHAPTER FIVE SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1. Introduction**

This chapter presents a summary conclusions and recommendations based on the objectives and findings of the study. The objective of the study was to determine marketing strategies adopted by TAOs to enhance competitiveness. Further, the chapter also proposes areas for further research, while highlighting the limitations of the study.

### **5.2. Summary of Findings**

The study was a census of 17 Tennis Affiliated Organizations within Nairobi County. Questionnaires that were filled collected, and good for analysis were 14, which signified a response rate of 82.36%; 17.65% from colleges, 41.18% Members Sports Clubs, 17.65% were schools and 5.88% were event organizers. The study targeted senior managerial staff members of TAOs in Nairobi County. These included: managers, administrators, principals and directors of sports departments with over four years' experience in management of sports. 71.43% of respondents hold management positions in their organizations for a period of 7 to 10 years, 21.43% of respondents hold management positions for over 10 years while 7.14% of respondents hold management positions in their organizations for 4 to 7 years.

85.71% of TAOs are privately owned while 14.29 have public ownership. Market shares of TAOs include 53.33% for Members Sports Organizations, 13.33% for

schools, 26.67 for event organizers and 6.67% for colleges. This indicates a higher concentration of tennis consumers amongst privately owned institutions compared to publicly owned institutions. The most popular competitive strategy amongst all TAO's is differentiation strategy with a score of 50%. 100% of TAO's amongst schools and colleges predominantly implement cost differentiation strategy; 85.57% of TAO's amongst Members Sports Organizations predominantly implement differentiation strategy while 100 % of TAOs amongst event organizers apply focus differentiation strategy.

Product strategy enhances competitiveness amongst TAOs mainly through use of differentiated product classes, for both tennis programs and competitions; each product class meeting the needs of a particular segmented age-group in the target market. TAO's with more diverse market structures had more product classes, such as members' sports organizations with 50% product classes compared to schools and colleges each with a score of 13.63%. A strong correlation analysis of 0.9 indicated a strong relationship between number of product classes and size of market share amongst TAOs in Nairobi County. Therefore, product class management as an independent variable has the effect of increasing competitiveness by increasing market share amongst TAOs in Nairobi County.

The main price strategy was competitive pricing. Pricing of different products amongst TAOs depend upon organizational competitive strategy which will impact its positioning strategy. TAOs that practice differentiation and focus differentiation strategies set higher prices to reflect exclusiveness of their product(s); organizations that applied cost differentiation strategy offered more affordable pric-

es to their target markets. Therefore, average prices charged for tennis products were highest amongst TAO's of event organizers with a score of Ksh 1000 and lowest amongst colleges, with a score of Ksh 400.

Promotion enhances competitiveness of TAOs by increasing awareness and visibility of tennis products amongst target markets in order to increase a preference of tennis products of the organization over other competitors. A correlation analysis established a strong correlation analysis of 0.97 between frequencies of online media platforms used for promotion and number of visible tennis activities and events amongst TAOs. This indicates that promotion strategy is an independent variable that can be manipulated to increase visibility of TAO's and lead to overall sale of their products.

The main characteristics of tennis coaches investigated amongst TAO's in Nairobi County included: professional qualifications, flexibility to employ other coaches in an organization in response to demand, and level of helpfulness. 78.57% of coaches amongst TAOs possess professional certification from Kenya Lawn Tennis association while 42.86% have international certification (s) from International Federation of Tennis. Frequencies for most qualified tennis coaches were highest amongst TAO's in Members Sports Organizations with a score of 50% and least qualified tennis coaches are found amongst schools and colleges with a score of 7.14%. This is because people characteristic in an organization is a dependent on demands of the predominant market segment being served, for example: members sports clubs have more advanced competitive players and therefore demand more advanced training programs and competitions. Tennis coaches in schools were

found to be more helpful than those in other TAOs. This is in support of the organization objective of providing tennis to all students in the organization.

Processes enhance competitiveness amongst TAOs by ensuring that procedures, schedules, mechanisms that support work activity are efficient, provide flexibility, and prevent delays in service delivery. Processes found in an organization are dependent on an organization's positioning strategy. Processes at TAOs amongst Members Sports Organizations had the highest flexibility of 63.63% . This is because they position their products as exclusive, and therefore have processes that support exclusivity. A correlation association of 0.919062 was recorded between average scores for processes utilized amongst TAOs and average scores of flexibility they offer.

Physical evidence amongst TAOs refers to all queues for place characteristics, processes and promotional efforts of TAOs and was computed from average scores of the above factors. TAO's amongst Members Sports Organizations had the highest score of 50.87% while event organizers have the lowest score of 12.52%. This indicates that Members' Sports Organizations fully optimize queues that attract their markets and give an impression of highest product quality in their organizations. Physical evidence is a dependent variable of marketing mix strategies and is influenced by place, process and promotion.

### **5.3. Conclusion**

This study has investigated marketing mix strategies that enhance competitiveness of Tennis Affiliated Organizations within Nairobi County. The results revealed that there is strong relationship between marketing mix strategies and competitiveness. It is therefore concluded that marketing mix strategies have a significant impact in enhancing competitiveness of TAOs. It was also concluded that product, place and promotion can be used as independent variables while price, people, physical evidence and processes can be used as dependent variables to enhance competitiveness of TAO's in Nairobi County. Additionally, it was concluded that TAO's amongst Members Sports Organizations exhibited the highest levels of marketing mix strategies that enhance competitiveness compared to schools, colleges and event organizers. Therefore, management of marketing mix strategies to enhance competitiveness is essential in order to produce a variety of relevant product classes; charge competitive prices, ensure visibility in promotion of products, offer efficient processes, and supportive physical evidence.

### **5.4. Limitations**

Generally, the study was a success. However, there were a few limitations that were encountered during the study. This included: inaccessibility of some targeted respondents because of their busy schedules and also because some organizations were geographically located very far away. This coupled with limited time of the research made it a challenge to make physical follow up on the questionnaires. The study also targeted only senior marketing and managerial staff who were relatively difficult to follow up in order to ensure they filled in questionnaires. Some respondents were also a bit hesitant to provide information regarding

marketing mix strategies of their organizations and needed more assurance of the anonymity of their opinion before they could fill in the questionnaires.

### **5.5. Recommendations**

In light of the above findings, the government should continue enforcing licensing of TAOs and Tennis Coaches. This is in order to regulate the number of organizations offering tennis products and to ensure credibility and quality assurance of tennis programs and competitions amongst Tennis Affiliated Organizations. TAO's could also include marketing professionals and departments into their organizational structure in order for them to appropriately manipulate marketing mix strategies to enhance their competitiveness of their organizations. TAOs should also take advantage online marketing media in order to increase visibility of their organizations and their products.

### **5.6. Suggestions for Further Research**

This study investigated marketing mix strategies that enhance competitiveness amongst TAO's in Nairobi County. Additional studies of marketing mix strategies that enhance competitiveness could be done amongst TAO's in Kenya. Also, sports being a huge potential profitable area that requires huge investments, studies could also be carried out to investigate application of marketing mix in enhancing competitiveness of other sports in Kenya.

## REFERENCES

- Bailey, D. & Koney, K. (2000). Strategic alliances among health and human services organizations: From affiliations to consolidations. *Thousand Oaks, CA: Sage Publications Inc.*
- Bashiri, M et al. (2010). Evaluation of Sport Sponsorship: As an Element of Sport Marketing Mix. *International Review of Business Research Papers Vol.6, No.1 2010, Pp. 57-74*
- Bitner, J. (1992). The impact of physical surrounding on customers and employees. *Journal of Marketing, Vol. 56, April pp 57-71*
- Branch, D. (1992). Rethinking sport's product position and program concept. *Sport Marketing Quarterly Vol. 1 No. 2, pp. 21-27.*
- Buhler, M and Nufer, G. (2006). Nature of Sports Marketing *Reutlingen Working Papers on Marketing & Management*
- Chad, W et al (2012). Social Media and Sports Marketing: Examining the Motivations and Constraints of Twitter Users. *Sport Marketing Quarterly 2012, 21, 170-183, © 2012*
- Cousens, L. and Slack, T (1996). Using Sport Sponsorship to Penetrate Local Markets: The Case of the Fast Food Industry. *Journal of Sport Management, 1996,15, 219-246.*
- Cowell, D. (1984). *The marketing of services.* London: Heinman.
- Fullerton, S. and Russell, G. (2008). The Four Domains of Sports Marketing: A Conceptual Framework. *Sport Marketing Quarterly p 17, 90-108, © 2008 West Virginia University*
- Kibera, F. and Waruinge, B (1988). *Fundamentals of Marketing; An African Perspective.* Nairobi: Kenya Literature Review
- Kotler, P., Adam, S., Brown, L. and Armstrong, G. (2006). *Principles of Marketing, 3rd ed.,* Sydney: Pearson.
- Kotler, P. (1997). *Marketing Management; Analysis, Planning and Control.* 9th Ed. Prentice Hall.

- Lovelock, C. (1996). *Marketing Services*. Chicago: AMA
- Hunt, M. and Speh, T. (2001). *Business Marketing Management: A strategic view of industrial and organizational markets*. Orlanda: Harcourt Publishing.
- Mason, D. and Slack, T. (1997). Appropriate opportunism or bad business practice? Stakeholder theory, ethics, and the franchise relocation issue. *Marquette Sports Law Journal*, Vol. 7, pp. 399-426.
- Marsh, J. (1988) *Financial Service Marketing*. 1st Ed. London
- Mihai, A (2013) Sport Marketing Mix Strategies. *Practical Application of Science Volume I, Issue 1* (1), 2013 pp 298
- Muinde A (2009) The Extent of Application of Marketing Mix Variables By Non – Banking Financial Institutions (NBFI's) In Kenya. *Unpublished MBA project* University Of Nairobi
- Mutsikiwa M, et al.(2012). The Effectiveness of Marketing Mix Strategies on Competitiveness: A Case of Food Micro and Small Enterprises in Masvingo, Zimbabwe. *International Journal of Management & Information Technology* Volume 2012, 2, No 1.
- Nooy W, Mrvar R. and Batagelj V (2005) *Exploratory Network Analysis with Pajek* New York: Cambridge University Press
- Nteere J (1991). The Structure and Organization of sport in Kenya and Malawi. *Sports for All into the 90s I.S.C.P.E.S* volume 7
- Quinn, J., Doorley, T. and Paquette, P. (1990). Beyond products; service based strategy. *Harvard Business Review*. pp 58-67
- Schiffman, L. and Kanuk, L. (2000). *Consumer Behavior, 7th ed.* Upper Saddle River, NJ: Prentice-Hall
- Smith A. (2008). *Introduction to Sports Marketing*. London: Elsevier Ltd,
- Sutton, W. and Parrett, I. (1992). Marketing the core product in professional team sports in the United States. *Sport Marketing Quarterly*, Vol. 1 No. 2, pp. 7-19.

- Varadarajan, P. et al. (1995). Strategic Alliances: A Synthesis of Conceptual Foundations, *Journal of the Academy of Marketing Science*, 23: 282-296.
- Wakefield, K., Blodgett, J. and Sloan, H. (1996) Measurement and management of the sportscape. *Journal of Sport Management*, 10(1), pp. 15–31
- Wakefield, K. and Sloan, H. (1995). The effects of team loyalty and selected stadium factors on spectator attendance. *Journal of Sport Management*, Vol. 9, pp. 153-72.
- Williams, I. & Chinn, S. (2010). Meeting relationship-marketing goals through social media: A conceptual model for sport marketers. *International Journal of Sport Communication*, Vol 3, 422-437.

## APPENDICES

### APPENDIX 1: QUESTIONNAIRE

Kindly answer questions honestly

#### SECTION A: DEMOGRAPHIC INFORMATION

1. State the name of your institution \_\_\_\_\_
2. Which sports or tennis institution do you manage?  
Members/ Professional club  School  Volunteer club  College
3. How many years of experience have you managed tennis in your institution  
0-3yrs  4-7yrs  7-10 yrs  10-13 yrs  3yrs and above
4. Approximately how many tennis consumers do you currently have in your organization (2015)?  
1-40  41- 80  81-160  161-320  above 320
5. Which of the following **best** describes ownership of your organization? Tick one appropriate option  
 It is a privately owned organization  
 it is a publicly owned institution

#### SECTION B: MARKETING MIX STRATEGIES AND COMPETITIVENESS

6. (a) List tennis products your organization provides to the following tennis consumers.  
Choose options from the brackets. If none, indicate n/a  
Fans: \_\_\_\_\_ (live games, music, food and drink during competitions)  
competitors: \_\_\_\_\_ (tournaments, coaching, playing equipment)  
Coaches: \_\_\_\_\_ (coaching clinics, networking events, international coaching seminars) .

Corporates: \_\_\_\_\_ (naming rights for teams, tournaments, advertising space during tournaments)

(b) Name any other tennis consumer not specified in (5a) above and tennis products consumed

\_\_\_\_\_

7. (a) Identify the preferred medium used by your organization to communicate about tennis events.

Tv and radio  Social media  daily newspaper  posters  flyers   
Word of mouth  state any other means \_\_\_\_\_

(b) Rate the following means of communication according to its ability to reach, penetrate and persuade customers in your organization to attend your tennis events. The scale includes: (5-highly effective, 4-somewhat effective, 3-effective, 2-lowly effective, 1-not effective)

Newspapers and magazines	(5)	(4)	(3)	(2)	(1)
Tv and radio advertising	(5)	(4)	(3)	(2)	(1)
Mobile advertising: use of texts	(5)	(4)	(3)	(2)	(1)
Circulars, Posters and flyers	(5)	(4)	(3)	(2)	(1)
Word of mouth	(5)	(4)	(3)	(2)	(1)
Internet advertising: e- mails, websites, face-book	(5)	(4)	(3)	(2)	(1)

and other social media platforms

(c) How often do you communicate to your consumers about tennis competitions, seminars and other events in your institution? Weekly  monthly   
prior to an event  Occasionally  never

8. List **three popular** online and social media addresses used by your organization to communicate tennis activities and events to consumers

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

9. (a) Tick (✓) if your institution offers or cross (X) if your institution does not offer the following levels of tennis training?

Advanced training: for professional coaches and national and international tennis players

Intermediate training: for junior tennis players

Beginners: tennis basics

(b) Which levels of training from No. (8a) above have the highest number of tennis customers attending training sessions in your organization? \_\_\_\_\_

10. (a) Tick age-groups accommodated in the following tennis tournaments organized by your institution

**Mini-tennis tournaments**

under 6 years       under 8 years       under 10 years

**Junior tournaments**

under 10 years       under 12 years       under 14 years       under 16 years

under 18 years

**Senior tournaments**

men singles       women singles       mixed doubles       men doubles

women doubles       handicap       Veteran       wheelchair

Other categories (specify) \_\_\_\_\_

(b) Which type of tournament in 9(a) above has the highest number of tennis customers?

\_\_\_\_\_

11. (a) Tick (✓) the following item (s) if utilized by your organization when marketing tennis events

Flyers  annual calendar of activities  brochures   
tickets for events  Websites

Indicate if any other: \_\_\_\_\_

(b) Which of the above means is MOST effective to you? \_\_\_\_\_

12. (a) Rate the following process indicators according to the following scale 5-always; 4-often; 3- sometimes; 2-rarely; 1-never

Receipts are given to customers after transactions(5) (4) (3) (2) (1)

Tennis coaching sessions begin and end on time (5) (4) (3) (2) (1)

Use of automated systems for booking and

processing transactions to enable advance booking(5) (4) (3) (2) (1)

Tennis competitions begin and end on time (5) (4) (3) (2) (1)

Customers queue when paying for tennis competitions (5)(4) (3) (2) (1)

Your organization advertises tennis programs and events(5) (4) (3) (2) (1)

13. (a) How many tennis coaches has your organization employed? \_\_\_\_\_

(b) What is your opinion regarding qualification and skill level of tennis coaches in your organization

Very qualified and exhibit highest skill level for coaching and competitions

Well qualified to handle tennis training and competitions at the institution

Average in qualification and skill level but can handle training and competitions

Qualified to handle beginner- intermediate levels during training and competitions

Not qualified and have very low skill level for training and handling competitions

(c) State professional qualification possessed by three Tennis Coaches in your institution

Name	Professional qualification(s)
_____	_____
_____	_____
_____	_____

14. Comment on how helpful and courteous tennis coaches and umpires in your institution are during tennis coaching and competitions

Very  somewhat  just  least  not at all

15. Tick (✓) or cross (X) if your institution provides the following tennis equipment for use during training sessions and for competitions

Red soft balls  orange soft balls  green soft balls  racquets   
 green regular balls  mini-tennis nets

16. (a) Tick (✓) the pricing strategy is used for pricing tennis by your institution

- Product line pricing (tennis is charged the same price other sports or co-curricular activities )
- Penetration pricing: lower prices in order to increase customer base
- Premium pricing: higher price to reflect exclusiveness of the product
- Competition pricing: Price is set in comparison to competitor prices
- Cost based pricing; price is set to cover cost of production and an agreed mark up
- Optional pricing: some lessons may be free in order to sell the product or service
- List any other pricing strategy \_\_\_\_\_

(b) Give the prices charged for the following tennis products:

Individual coaching sessions for children: Ksh \_\_\_\_\_ per \_\_\_\_\_ (session, monthly or annually); for adults Ksh \_\_\_\_\_ per \_\_\_\_\_

Group training sessions Ksh \_\_\_\_\_ ( tick: per session, monthly or annually)

Mini-tennis competitions Ksh \_\_\_\_\_ per event

Junior tennis competitions Ksh \_\_\_\_\_ per event

Senior tennis competitions Ksh \_\_\_\_\_ per event

17. (a) Indicate a rating for the following place characteristics possessed by your institution

(The rating includes: 5- excellent, 3- good, 2- average, 1- below average)

Presence of Tennis Scoreboards (5) (4) (3) (2) (1)

Well maintained tennis courts (5) (4) (3) (2) (1)

high quality playing equipment

(balls, nets and racquets) (5) (4) (3) (2) (1)

Clean service areas, washrooms and

changing rooms (5) (4) (3) (2) (1)

High security level

(attentive and qualified security guards) (5) (4) (3) (2) (1)

Landscaped/ well-manicured grounds

with parking areas (5) (4) (3) (2) (1)

Entertainment, food and drink (5) (4) (3) (2) (1)

**SECTION C: MARKETING STRATEGY AND COMPETITIVENESS**

18. Pick one option below that BEST describes your organization’s location, facilities, and programs

Its location has been chosen to best serve a diverse consumer base, and has flexibility in timing of programs, diverse facilities and equipment to serve customers

it’s a smaller organization, targeting a narrow consumer base, and tailors its location and tennis programs to suit this consumer base

its a larger organization offering standard tennis training sessions and consumers to all its customers. Its programs are timetabled and routinely followed with little flexibility.

19. Tick **option(s)** that indicate how your organization utilizes flexibility in service provision

- Flexibility in time-tabling training sessions: sessions and competitions can be re-scheduled where clients communicate to service providers in time.
- Different hours and content of training for different consumers (recreational, competitive, children and adults)
- Flexibility in making payments; Payments can be made in advance, just before a service, or after the service
- Booking for coaching and competitions can be done any time
- Indicate any other: \_\_\_\_\_

20. Tick one of the following option that best describes your organization's strategy

- Differentiated: Offers a **higher** price with for **customized** or **differentiated** products, for example individual and group sessions; children and adult classes; recreational and competitive training
- Cost leadership: Offers a **lower** price aimed at providing **standard** product and price for coaching programs and competitions for all consumers in your institution
- Focus differentiated: Products, prices and promotion are directed towards attracting a **certain** segment in the market, and are **customized** to attract and maintain this **clientele**.
- Focus cost leadership: **lower** prices and **customized** products are adopted to target a **certain** segment in the market, to attract and maintain it.

21. Which of the following strategies **best** describe how you have positioned your organization as a provider of tennis in Nairobi County. Tick (✓) one appropriate choice

- As the best organization that offers tennis training and tennis tournaments in the region

- As one of the best organizations that offers tennis training and tennis tournaments in the region
- As an institution that offers tennis, as well as other sports for healthy development
- As an organization that caters for needs of individuals, families and friends; members benefit on holistic development

List any other strategy: \_\_\_\_\_

END

*Thank you for your co-operation*

## **APPENDIX 2: List of Tennis Affiliated Organizations in Nairobi County**

### **Members Sports Clubs**

1. Public Service Sports Club
2. JD Tennis Academy
3. Kenya Sadili Oval
4. Impala Club
5. Muthaiga Country Club
6. Nairobi Club
7. Nairobi Gym khana Club
8. Parklands Sports Club
9. Ace Tennis Karen Club

### **Universities & Colleges**

1. Kenyatta University - Games Department
2. Strathmore University- Games Department
3. University of Nairobi - Games Department

### **Schools**

1. Loreto Valley Road
2. Kianda School
3. St. Mary's School
4. Loreto Convent Msongari

### **Event Organisers**

Sports Concept

**APPENDIX 3: Letter of Introduction**



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**MBA PROGRAMME**

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

P.O. Box 30197  
Nairobi, Kenya

DATE 23/09/2015.....

**TO WHOM IT MAY CONCERN**

The bearer of this letter Jane Njoki Muchoki.....

Registration No. D&I/6003/2010.....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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 your assistance to enable him/her collect data in your organization.

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.

**PATRICK NYABUTO**  
**MBA ADMINISTRATOR**  
**SCHOOL OF BUSINESS**

