

AN ASSESSMENT OF THE COMMUNICATION STRATEGY USED BY KENYA
BASKETBALL FEDERATION TO PROMOTE THE 2015 PREMIER LEAGUE

by

Loise Mboo
09-1550

A thesis presented to the School of Communication, Language & Performing Arts

of

Daystar University
Nairobi, Kenya

In partial fulfillment of the requirements of the degree of

MASTER OF ARTS
in Communication

June 2016

APPROVAL PAGE

AN ASSESSMENT OF THE COMMUNICATION STRATEGY USED BY KENYA
BASKETBALL FEDERATION TO PROMOTE THE 2015 PREMIER LEAGUE

by

Loise Mboo
09-1550

In accordance with Daystar University policies, this thesis is accepted in partial
fulfilment of requirements for the Master of Arts degree.

Date:

A. L. Lando, PhD,
1st Supervisor

Emmanuel Wanyonyi, MA,
2nd Supervisor

Rosemary Kowour, PhD,
HOD, Communication

Levi Obonyo, PhD,
Dean, School of Communication, Language
and Performing Arts

DAYSTAR UNIVERSITY

Copyright @ 2016 Loise Mboo

STUDENT'S DECLARATION PAGE

AN ASSESSMENT OF THE COMMUNICATION STRATEGY USED BY KENYA
BASKETBALL FEDERATION TO PROMOTE THE 2015 PREMIER LEAGUE

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

Signed: _____
Loise Mboo
(09-1550)

Date: _____

ACKNOWLEDGEMENTS

I wish to thank my Father in heaven for his amazing grace; You have loved me and favoured me in ways I could never thank you. It is because of you Lord that I am and will forever be. I also want to sincerely thank my supervisors for moulding, teaching and correcting me. For accepting to share their wisdom, guidance and support that helped translate my thoughts into an actionable research study. Thank you for allowing me to call and write as many times as I did; I am forever grateful to you.

Lastly, I wish to thank my two girls; Maggie and Eunice who have loved and prayed for me throughout this journey. My friend Ken; thank you for walking with me. You have been there throughout, encouraging and pushing me even when I felt I could not go on. I am truly grateful for your friendship.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	V
TABLE OF CONTENTS	VI
LIST OF TABLES	VIII
LIST OF FIGURES	IX
LIST OF ABBREVIATIONS	X
ABSTRACT	XI
DEDICATION	XII
CHAPTER ONE	1
INTRODUCTION AND BACKGROUND TO THE STUDY	1
Introduction	1
Background to the Study	1
Statement of the Problem	5
Purpose of the Study	6
Objectives of the Study	6
Research Questions	7
Justification for the Study	7
Significance of the Study	7
Assumptions of the Study	8
Scope of Study	8
Limitations and Delimitations of the Study	9
Definition of Terms	9
Summary	11
CHAPTER TWO	12
LITERATURE REVIEW	12
Introduction	12
Theoretical Framework	12
General Literature Review	15
Empirical Literature Review	21
Discussion	25
Summary	29
CHAPTER THREE	31
RESEARCH METHODOLOGY	31

Introduction.....	31
Research Design.....	31
Population	31
Target Population.....	32
Sample Size.....	32
Sampling Technique	32
Data Collection Instruments	33
Types of Data.....	34
Data Collection Procedure	34
Pretesting.....	34
Data Analysis Plan.....	35
Ethical Considerations	35
Summary	36
CHAPTER FOUR.....	37
DATA PRESENTATION, ANALYSIS, AND INTERPRETATION	37
Introduction.....	37
Presentation , Analysis and Interpretation	38
Key Findings.....	52
Summary	56
CHAPTER FIVE.....	57
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	57
Introduction.....	57
Discussions	57
Conclusion	64
Recommendations.....	65
Areas for Further Research	66
REFERENCES	68
APPENDICES	72
Appendix A: Questionnaire for KBF Officials	72
Appendix B; Questionnaire for TM's & Players	77
Appendix C: Interview schedule for KBF Officials	82

LIST OF TABLES

Table 4.1: Category of Respondents40

Table 4.2: Length of Service41

Table 4.3: Type of Information/Messages Received from KBF42

Table 4.4: Information/Messages Sent Out by KBF42

Table 4.5: Type of Information/Messages Desired43

Table 4.6: Communication Channels Used by KBF44

Table 4.7: Communication Channels Used by Teams and KBF Officials46

Table 4.8: Reasons for In-effective Communication48

Table 4.9: Communication Challenges48

Table 4.10: Ways in Which KBF Can Improve Their Communication.....49

Table 4.11: Components of a Good Communication Strategy50

Table 4.12: Most Effective Communication Channels and Activities50

Table 4.13: Ways of Promoting the Premier League.....51

LIST OF FIGURES

Figure 2.1: Conceptual Framework28

Figure 4.1: Gender of Respondents38

Figure 4.2: Summary Age Bracket.....39

Figure 4.3: Highest Level of Education.....39

Figure 4.4: Preferred Communication Channels45

Figure 4.5: Does KBF Communicate Effectively?47

DAYSTAR UNIVERSITY

LIST OF ABBREVIATIONS

FIBA International Federation of Basketball

KBF Kenya Basketball Federation

LFP French Professional Soccer League

LOSC Lille Olympique Sporting Club

RCL Racing Club de Lens

SMS Short Message Service

SOYA Sport Personality of the Year Awards

TMs Team Managers

TV Television

DAYSTAR UNIVERSITY

ABSTRACT

This study set out to assess the communication strategy used by the Kenya Basketball Federation (KBF) in the premier league. The objectives of the study were to find out KBF's communication objectives and key messages, the communication needs of KBF's publics as well as the relevance of the communication channels used by KBF. The systems theory was used as the theoretical framework for this thesis as it highlights the essence of "togetherness: indicating that every component of communication must feed into each other. Descriptive survey design was used whereby a sample size of 91 respondents was selected. Qualitative and quantitative data was collected using questionnaires distributed to KBF officials and their publics (players and team managers). Interviews were also conducted amongst KBF officials. The study found out that whilst KBF was clear on their communication objectives, there still exist a gap between the messages they send to their publics and the information needs of their publics. The majority of the respondents (87%- TMs and players) felt that KBF was not effective in their communication and needed to improve, citing lack of communication and delayed communication as the major reasons. Similarly, 53% of the respondents cited social media as their preferred channel in comparison to email which was mostly used by KBF, calling on KBF to expand their communication channels. A new approach should therefore be explored to enable KBF deliver on their communication objectives, whilst meeting the needs of their publics. The study therefore recommends that KBF recruits a public relations officer to not only help review their communication strategy but also ensure effective implementation.

DEDICATION

This work is dedicated to my two girls; Maggie, may God continue to bless you and repay you a hundred fold; Eunice, may this inspire you to desire excellence and dedicate your life to knowing God.

DAYSTAR UNIVERSITY

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

A communication strategy can be defined as a plan that helps organizations map their communication. This plan would ideally determine what, when and how the organization will communicate and may include a breakdown of who they will communicate to and which media they will use. It may even include a role definition of who does what during the communication process. It follows therefore that a good communication strategy would not only enhance the level and quality of communication but also promote an organization's image and reputation among its publics.

This chapter therefore introduces the background of the study and outlines the problem statement, research objectives, significance and scope of the study. It also highlights the assumptions made and the limitations and delimitations of the study.

Background to the Study

Organizations undergo changes, transitions and restructuring in order to respond to the emerging needs within their environment (Chidi, 2013). This is critical since no organization operates in a vacuum, but is subject to the macro and micro economics of its industry. It is perhaps for this reason that Cornelissen (2008), argues that there is widespread belief both in the academic and professional worlds that in today's society, the future of any one company depends critically on how it is viewed

by its key publics such as employees, shareholders, investors, customers and members of the community. Image and reputation are therefore key as people engage with others based on the perceptions they hold of each other.

It therefore follows that whether an organization is trying to develop a coherent image for itself by advertising or marketing, it pays to get a proper communications strategy (Argenti, 2009). A communication plan therefore becomes important as it provides a guided tour of what an organization can do to gain acceptance and present a positive image amongst its publics. Communication strategies can be used for various reasons such as; when an organization wants to build a level of awareness with respect to a new business initiative, sustain a desired level of retention or even to motivate target audiences to take specific action within a certain time frame (Simmons, 2004). This means that any organization seeking to succeed and connect with its publics in the ever growing world of globalization must put thought to its communication.

Communication strategies can therefore be handy tools that create the difference between sharing of information and communicating to be heard. Once an initial communication infrastructure has been established, communication strategies provide guidelines that help orchestrate the actions, images, and words used by individuals within an organization to achieve its objective (Hastings, 2008). It is therefore paramount for organizations to plan and manage their communications as they can accrue the following benefits: accountability and transparency that entails better sharing of information with their publics, improved performance, enhanced team spirit and strong alliances.

It is vital for organizations to identify their target audience, shape the message, and then deliver it in an efficient and effective way. Similarly, organizations can design successful communication strategy if they align the message with the goals and objectives of the audience (Shimul, 2013). This means that organizations must be sensitive to their audience and understand their audience well so that whatever message they design and communicate, is received and well understood. This is true in corporate organizations but also in organizations tasked with management and administration of sports.

While sports has always been a recreational activity, Kassing et al (2004) suggested that people also enact, produce, consume, and organize sport as a communicative activity. They further add that communication practices are essential to the success of professional sports, from expressions of collective identity found at live events to the images produced by sports media and to the importance attached to sports in the vitality of a community.

This is further echoed by Kitchen and de Pelsmacker (2004) who argued that communication is part of the broader marketing function and sports bodies can use communication as a tool to promote sports. There are five key objectives in effective sports communication: (1) to engage the stakeholder's interest, (2) to imprint the sports brand identity for a longer-lasting impression, (3) to humanize the sports brand, (4) to encourage the public to identify with the sports brand and feel a personal connection with the participants and (5) to place the outcomes of competition in more than just a winning context. These strategic objectives are critical in relating with publics, sparking interest, continually building the fan base, and retaining the current fan base (Rein, Kotler & Shields, 2006).

History indicates that basketball was first introduced in Kenya by the Catholic Holy Ghost Fathers in learning institutions. In 1956, Father A. Farrell and Father Desmond Cahill started basketball in Kilimambogo College (then known as St. John's Teacher Training College) on a grass court (Kenya Basket (KB), 2015). Four years later, Mangu high school took up basketball when Brother Frank Russell became principal of the school. In other areas, the British began playing the game with Her Majesty's Armed Forces at the Royal Air Force in Eastleigh, Nairobi and the Kahawa Barracks and Training College (now Kenyatta University). Thereafter, basketball courts were built throughout the barracks during the pre-independence period (Kenya Basket (KB), 2015).

It was not until after independence that Kenyans began playing basketball in earnest. In 1964, the first all African Basketball club known as "The Telstars" was formed in Nairobi by Alex Okello; a former student of Kilimambogo College. Thereafter, more people sought to engage in the sport and six years later, Kenya won its first basketball medal at the East African Championship in 1970 in Kampala (Kenya Basket (KB), 2015).

Kenya Basketball Federation (KBF) is the governing body that manages basketball in Kenya. It was established in 1965, having transitioned from the Kenya Amateur Basketball Association. It oversees the basketball league in which teams from all over the country take part. It is also from this league that Kenya selects its national basketball teams to represent the country in regional and international competitions (Kenya Basket (KB), 2015). The early 1990s are considered the golden era of Kenyan basketball. During this period, the national women's basketball team qualified for the women's world championship in 1994. In the same year, Kenya

hosted the Africa basketball championships and the Men's national team reached the semi—finals, including a 30-point win over Algeria (Lawrence, 2013).

The federation's communication strategy has been drawn up from their strategic plan and is aimed at helping the federation achieve its main goal of promoting and developing basketball in Kenya. In addition, the federation's sole communication objective is to promote an increase in basketball participation within all levels of competitive basketball and especially in the league. The federation has therefore planned to achieve this objective through the development of key messages and the implementation of a series of activities. These include ensuring effective and timely communication between the federation and its publics, enhanced use of various communication channels that include the development of KBF website, providing forums and opportunities to enhance communication and gathering feedback through meetings, open days, amongst others.

Statement of the Problem

Effective communication is an integral tool in sports management as it links players, teams, fans, coaches, sponsors and publics. A communication strategy is a key success factor for both profit and non-profit organizations such as sports federations in fundraising, improving public image or marketing new products and services (Shimul, 2013).

Communication within the premier league may take various forms across different publics. However, there seems to be a problem as messages are sometimes delayed or distorted in the medium. This has resulted in some recipients having

varying information regarding the same message. In addition, there is evidence of matches starting late as well as poor/low match attendance by fans consequently affecting the image of the sport.

In cases where teams have complaints or feedback they would like to present to KBF, written letters are handed over to KBF fixtures secretary. There are no clear guidelines on response time of such. There is therefore no forum for the public to share their feedback nor has it helped KBF communicate effectively. This research therefore chose to assess KBF's communication strategy in the premier league and how this could be enhanced to enable KBF improve their communication, increase basketball participation and promote the league.

Purpose of the Study

The purpose of the study was to assess the communication strategy used by Kenya Basketball Federation (KBF) to promote the 2015 premier league.

Objectives of the Study

The study was guided by the following specific objectives:

1. To find out KBF's communication objectives and key messages
2. To determine the information needs of KBF's publics
3. To establish the relevance of the communication channels used by KBF to communicate to its publics

Research Questions

The study sought to answer the following questions:

1. What are KBF's key communication objectives and messages?
2. What are the information needs of KBF's publics?
3. How relevant are the communication channels used by KBF to communicate to its publics?

Justification for the Study

There have been numerous attempts by both corporate organizations and government towards supporting the sporting fraternity. This is because the sector is viewed as a vibrant engine for social economic development. However, basketball seems to be in need of immediate action and as Lawrence (2013), notes, the basketball league is not doing well yet Kenya is not short of basketball talent or technical knowledge of the sport.

This study was therefore driven by the need to assess KBF's communication strategy to promote the 2015 premier league. The researcher hopes the findings of this study and the recommendations made therein will help KBF improve communication in the premier league and see Kenyan basketball recover its golden era of the early 1990s (Lawrence, 2013).

Significance of the Study

This study is important for a number of reasons. KBF would be able to use the study findings to review their current communication strategy and see how best they

can enhance communication with their publics and effectively promote basketball within the league.

Secondly, the ministry of sports and culture may use the study findings to guide policy formulation and review their current/ develop their communication strategy to manage and promote sports in Kenya. This will be critical as it can help improve sports performance leading to increased opportunities for the youth as well as promotion of sports tourism.

The study findings will also contribute to the existing academic literature of sports in Kenya and specifically basketball administration in regards to communication strategies. Similarly, other sports federations may use the findings to evaluate their communication strategies as a tool that can be used to enhance and promote a positive image of their sports.

Assumptions of the Study

The study assumed that the researcher would be granted permission to carry out the study at KBF.

Scope of Study

KBF oversees basketball activities across three different categories, namely; Division 2, Division 1 and the Premier league. The general operations across these three categories are similar; however, the premier league is the highest ranking level of competition and whose matches are primarily played in Nairobi. The scope of the research was limited to the premier league and in Nairobi where KBF has its main

office and also because there are more professional basketball clubs in Nairobi than any other city in Kenya that take part in the premier league.

Limitations and Delimitations of the Study

Specific studies on communication strategies in basketball have been minimal and hence this study opens a new frontier. However, the researcher engaged in extensive literature review into various elements of basketball as well as other sporting arenas. KBF has a wide array of publics and part of their internal publics include officials of the federation, team managers, team captains, players and coaches. However, this study will be limited to the team managers, players, captains and officials only. This is because in some teams, some coaches double up as team managers or team captains.

Descriptive research which was used as the research design could have led to the possibility for error and subjectivity as the questions in the questionnaires to be used are predetermined and prescriptive. Consequently, the researcher enhanced the validity of the research instruments by pre testing the questionnaires prior to carrying out the research.

The majority of the questions in the questionnaire were close-ended Likert scale responses in the survey and therefore enabled the researcher carry to out the quantitative analysis.

Definition of Terms

This study has used the following terms with definitions specified as follows:

Basketball Premier League will refer to the top division of professional basketball in Kenya. It consists of basketball teams across the country.

Communication channels: Wood (2013), defines channels of communication as the formal or informal processes by which the message gets from the sender to the receiver. In the study, communication channels will refer to all the means through which KBF uses to communicate to all its publics.

Communication strategy: Cornelissen (2008), defines a communication strategy as formulation of a desired position for the organization on how it would like to be seen by its different publics based on how it is currently viewed. The term communication strategy in this study will mean a communication plan that helps organizations such as KBF determine what, who and how they will communicate.

Kenya Basketball Federation (KBF): The National Institute of Statistics and Economic studies defines a sports federation as a union of sports associations that are governed by law and have the purpose of bringing together the affiliated sports groups and licensed players in order to organize the sport, notably through competitions (Insee, 2013). KBF in this study will refer to the body that has been mandated by the Government of Kenya to manage and oversee basketball in Kenya.

Publics: These are groups of people who have a common interest or values in a particular organization (Guth & Marsh, 2010). Primary publics are those that can directly affect an organization's ability to achieve its objectives. They have high

interest and high power in a situation. Secondary publics still vest high interest in a situation but will not be affected by the decisions of the organization. In this study, publics will refer to the members of KBF that include KBF office holders and the basketball teams in the premier league that include captains, team managers and players.

Summary

The chapter has presented the background to the study. It has also presented the statement of the problem, purpose of the study, objectives of the study, research questions, justification, significance of the study, assumptions, scope of study, limitations and delimitations, definition of terms and summary. The next chapters will discuss in depth the literature review and the research methodology used in the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a review of the Systems Theory and its use in the theoretical framework. It also provides an overview of studies and scholarly writing in the field of communication strategies and sports communication. It further examines empirical studies that have focused on various sports in Kenya and around the world.

Theoretical Framework

Theories play a vital role in our world today as they help explain various phenomena within the environment and amongst people. A theoretical framework is a collection of inter-related ideas about the nature of phenomena and attempts to clarify why things are as they are based on theories (Kombo & Tromp, 2006). This study was guided by the Systems Theory which was first proposed by Von Berthalanffy and further studied by Ross Ashby in the 1950's. Von Berthalanffy concept of the theory was focused on the completeness of systems and highlights the following key elements within a system:

- i. Input– It is any type of input in the form of information which is then processed by the system to get the desired output
- ii. Throughput–The process which a system employs to get a desired output can be termed as throughput
- iii. Output– It is the end product of the processing by the system

- iv. Feedback– It is an evaluation of the production process of how effective the process has been or how effectively the process could be modified with other suggestions
- v. Environment– The situation in which the entire process takes place

This study made reference to the elements as follows: Input refers to the communication objectives or goals and how they are processed to form messages. Output refers to the response from KBF and includes the outgoing messages derived from the communication goals. The throughput was used to reflect the channels used by KBF to relay the messages to their publics whilst the environment represented the premier league within which the communication took place.

The systems theory is critical in recognizing three key things: Parts that make up the system are interrelated; the overall health of a system is contingent on subsystem functioning and open systems import and export material from and to the environment. This means that communication objectives of an organization like KBF must be in tandem with the information needs of their publics upon which proper messages can be developed and communicated. Similarly, these messages must be delivered using the right channels for successful interpretation and understanding. If any of these lacks coordination with the other, then the system is not complete.

The theory also notes that organizations exist as either open or closed systems and the type of system determines the communication process within (Wageni, 2012). An open system is one that allows for external interactions while a closed system is seen as one that has “locked all doors” of interaction (Steyn & Puth, 2000). A closed system does not focus on its publics neither does it engage in transparent and timely communication. On the other hand, an open system ensures that an organization like

KBF is constantly in touch with its publics and has contributions, feedback and participation on how best to communicate within the premier league.

It follows therefore that KBF would have a greater chance of survival when they are open and respond to environmental changes as they can easily adapt and stay afloat or maintain a state of equilibrium (Klewes & Wreschinko, 2009). This is further echoed by Wageni (2012), who adds that the health and well being of any organization largely depends on the strength of the relationship it has with its publics as they enable the organization achieve its overall objectives.

Communication can be defined as the process by which participants create and share information with one another in order to reach a mutual understanding (Rogers, 2003). There is an array of messages that KBF is responsible for sending out to its publics which include match fixtures, venues, standings and many more. These messages must not only help increase basketball awareness but also fulfill the information needs of KBF publics.

The communication channels used in disseminating this information are also critical as they can directly influence the number of people attending the matches. A poor choice of channel may distort the message or delay the message. Similarly, any discontenting views or feedback the teams may have to give to KBF would best be addressed using interpersonal channels.

The theory therefore seeks to demonstrate the synergy and interdependence that is necessary for any system or organization to work. In addition, communication mechanisms must be in place for the organizational system to exchange relevant information within its environment. Consequently, this study in assessing the communication strategy used by KBF in the 2015 premier league, sought to review

KBF's communication objectives and messages, as well as the knowledge needs of KBF's publics. The study also wanted to establish the relevance of the communication channels used by KBF to communicate to its publics. These three elements are necessary for the completeness of a communication strategy as they form the input and throughput, whilst providing for feedback within the environment. The systems theory therefore provided an opportunity for enquiry and was therefore relevant to this study

General Literature Review

As the objective of this study was to assess the communication strategy used by KBF, literature on communication strategies including the components of communication strategies was reviewed. The Defense Science Board (2004) noted that communication strategies help organizations to map influence networks and the prevailing sentiments within them; plan communication themes and messages; target audiences and select channels to reach them; monitor success; and to elicit feedback to update current strategies. This is critical as it can enable an organization position itself strategically and link its communication to its overall strategic plan.

Senior managers and chief executive officers can therefore use corporate communication as a tool of management in helping them strategically position their organization (Cornelissen, 2008). Once an initial communication infrastructure has been established, communication strategies provide guidelines that help orchestrate the actions, images, and words used by individuals within an organization to achieve its objective (Hastings, 2008). This means that KBF needs to have a

strategic plan that outlines how it intends to manage basketball in Kenya and particularly in regards to promoting the premier league. Thereafter, a communication strategy would be drawn up to help actualize the overall strategy by ensuring that KBF activities and messages are harmonized and communicated appropriately to the intended audiences.

When an organization drafts an initial framework for communication the next step is to formulate an action plan that will guide them to achieve their objectives. Once the objectives of the communication strategy have been established and delineated, it becomes easier to get the right message to the right audience in the right format at the right time (Balmer & Greyser, 2003). Thereafter, alignment of messages with the target audience and appropriate channels must follow through for effective execution of the strategy. The key elements considered in communication strategies are: understanding the target audience, constructing appropriate themes and messages and identifying relevant channels (Steyn & Puth, 2000).

Part of understanding the audiences involves seeking to know their information needs, opinions and preferences in regard to the organization or whatever theme/product it is that an organization may want to communicate to them. This can greatly influence the message design. In addition, through seeking to understand their publics interests, perception and information needs, KBF can re-evaluate and identify appropriate channels. Such channels would effectively relay their messages to their target audiences in time, eliminating the current challenges they experience.

An organization's audience is made of up various publics who have varying needs and opinions. Publics are defined by Cornelissen (2009), as any groups of people/individuals who can affect or be affected by the achievement of an

organization's purpose or objectives. Communication, like all behavior, is a result of the awareness of some need and while people may have a similar need to communicate, their satisfaction levels vary. Similarly, different people express the same object or idea in different ways because no two people can be identical in linguistic competence. Attitudes, values and even self-esteem cause people to perceive, and interpret, the same messages differently.

Communication managers must therefore categorize their publics and identify which ones are likely to have interest and greatly influence an organization's goals (Chidi, 2013). Publics need to be informed and continuously communicated to and incorporated in the organization's change processes. This can be done through press releases, newsletters or updates on the organizations website and social media platforms to create awareness and understanding of various processes. Other times, an organization will be required to employ a persuasive strategy in order to change the opinions, attitudes and behavior of its publics (Carroll, Huang, Weberling, 2010).

Similarly, dialogue is also required so that the publics have a forum to give feedback and share their opinions and ideas. For KBF to achieve its communication objective of promoting an increase in basketball participation, they would need to improve communication with their publics and move them from a level of awareness of the sport to commitment to the sport. This is likely to translate into reduced frequency of late match kickoff, increased public following of the sport, increased gate collections and a positive image and reputation of the sport.

Communication channels are defined by Carlson and Crilly (2009), as the vessels of message delivery. This means that effective communication may not happen unless messages are transmitted using the right channel, a key ingredient in a

communication strategy. An effective channel is critical in initiating and maintaining contact with the targeted audiences (Arens, 2004). The choice of channel is therefore critical for KBF as it will enable them deliver their messages in a timely and effective way. This way, publics are well informed of the premier league matches, timings and venues in advance so that both teams and fans are able to prepare and attend.

Each media channel has a different effect and Wood (2013), advice that the carrying capacity of a communication medium should be determined before it is used to deliver messages to certain audiences. They further add that medium capacity is determined by: the possibility of instant feedback, the ability to convey multiple communications, the capacity for non-verbal communication and the potential to tailor the message to personal circumstances (Wood, 2013). There are multiple media that an organization like KBF can use to cultivate relationships with their publics which includes social media, television, radio, and print publications. Channels like the internet are a complementary tool in communication strategies and have a triple objective to inform, remind and persuade (Nyeck, 2004).

Sports organizations are now utilizing an increasing number of social media platforms such as Facebook, Twitter, YouTube and Instagram, which enable them reach a wide range of publics with speed whilst carrying ample amounts of information and with the capability of interaction (Kietzmann, Hermkens, McCarthy & Silvestre, 2011). Research indicate that over 65% of online users use social networking sites and that usage of social media has drastically grown becoming a popular medium in the sports industry (Madden & Zickuhr, 2011). This means that KBF may need to explore the use of social media as it has the capacity to enhance the level of public engagement which is currently lacking as communication between

KBF and its publics has been primarily one way. In addition, KBF must strategically engage the media with the right messages and well outlined communication objectives if they are to improve match attendance and enhance the image of the premier league.

Sports and Communication

The Kenya Basketball Premier League is made up of 28 teams from across the country. These teams are divided into two sections; East and West and compete during the 10 month season every year. KBF oversees all the basketball matches and in particular the management of professional basketball across the country. The management of KBF is made up of eight officials and two co-opted members. The officials include: The chairman, vice chairman, treasurer and their assistant, secretary general and their assistant as well as the competition secretary and their assistant. The two co-opted members have only one vote amongst them (Kenya Basketball (KB), 2015).

In 2013, KBF was able to acquire a five year sponsorship from Super Sport as the official broadcast partner for the Kenya Basketball Premier League. This was and continues to be a huge step in helping the basketball league turn professional by offering unlimited TV airtime (Basketball 254 (BB254), 2015). However, one of the major challenges that KBF has had in the premier league has been the number of teams which has been difficult to manage and as a result, the season has been running for close to 11 months, instead of 9 months. (SportsNews Arena (SNA), 2015). Similarly, there have been calls from the coaches, players and referees on the need for KBF to fully involve them in the affairs of the federation since they are key stakeholders (Basketball 254 (BB254), 2015).

Sports communication lies at the heart of the sports industry. Sports communication can be defined as the process by which people in sport, in a sport setting, or through a sport, endeavor to share symbols as they create meaning through interaction. Sports communication underscores the relationship development between organizations, players, fans, and third parties; upon which these relationships become vital to the success of each individual team (Pedersen, Miloch & Laucella, 2007).

Sports communication is a dynamic practice that encompasses many functions within the sports industry from branding to reputation management. This study aims at assessing the communication strategy used by KBF in the 2015 premier league and therein, finding out what KBF communicates to its publics including what messages are transmitted and how they are delivered. This is critical as the sports environment is filled with an overwhelming number of messages and channels and as Wysocki (2012) notes, sports organizations must engage in strategic messaging so that the information they deliver stands out amongst other content.

It is therefore essential to differentiate the sports brand and connect with publics as this allows for a unique, lasting impression on publics to solidify their connection with the brand (Rein et al., 2006). This is because people gravitate to sports media to satisfy needs they have and establishing effective relationships between fans, players, teams, leagues, and other entities is essential (Wysocki, 2012).

KBF may perhaps need to review their operations and set aside time and resources to improve their communication and connect more with their publics. This may help attract more fans and keep their publics satisfied whilst boosting the overall image of the premier league and basketball in Kenya. This is critical as neither the

sport nor any of the players has ever been feted in the Kenyan Sport Personality of the Year Awards, also known as SOYA Awards.

Empirical Literature Review

There have been a series of studies that encompass various elements of a communication strategy across the sporting arena and some of those studies are discussed herein. The role of sports in today's world is without a doubt a critical one. However, there are not many sports organizations that seem to be able to strategically plan out their communications so they can maximize on public relationships. Couvelaere & Richelieu conducted a study in 2005 where they sought to explore the "Brand Strategy in Professional Sports: The Case of French Soccer Teams" The study was driven by the need to know the strategies the French teams used in order to survive and eventually prosper in the French Professional Soccer League (LFP) first division.

At the time, the LFP had twenty teams and they chose to study four teams that had shown efforts towards initiating brand/marketing activities. Key to note is that each of the four teams each had specific brand attributes that ranged from "a fighting spirit", "tradition", "warm", "up-market brand", "emotional", "finesse", and "confidence" amongst others. Secondly, the researchers discovered that each of the four teams had a laid down brand strategy that outlined what the teams wanted their publics to know and identify with in regards to the brand. The main objectives of each brand were as follows:

- Capitalizing on relational marketing to develop the consumption for the LOSC brand

- Brand extension as a down or mid-market brand
- Brand extension as an up-market brand
- Externalizing the brand strategy through partners (Adidas)

The values above had been identified by both the football clubs as well as their fans and as such one of the teams, Lille Olympique Sporting Club (LOSC) had displayed them on their website. The research also found out that Racing Club de Lens (RCL) had taken deliberate efforts to trigger emotional value and psychological proximity with its fans by transcending the sports arena, gender, age and social differences and becoming not just a soccer team but a part of the fans' everyday life.

It is critical to note that the research also discovered that entertainment experience was still underdeveloped among French soccer teams. Couvelaere and Richelieu (2007) therefore noted that even though a soccer game is mostly a ritual in Europe, the entertainment experience could be upgraded, because fans are potentially both consumers and actors of the sporting event especially in a postmodern age. They further argued that the entertainment surrounding the game, before, during and after the soccer match is an auxiliary feature or an extension that can potentially enhance the overall experience of the fans and the brand equity of the team, and one that a team can funnel into its own entertainment script. They also noted that a gap existed in the use of social media and the internet as a channel to communicate and promote the teams. This was noted as being critical as it would help leverage the team's brands and build virtual communities beyond their local market, giving fans that do not live near the opportunity to maintain and increase their affiliation with their club.

This gap was also identified by Wysocki (2012) who noted that while the American National Basketball Association (NBA) teams have emerged onto

numerous social platforms, there is a lack of a systematic approach on social media strategy specific to the NBA. It is this gap that led him to conduct a study on “The Role of Social Media in Sports Communication: An Analysis of NBA Teams’ Strategy”, His findings revealed that: majority of the NBA teams had identified their own strategy and objectives in utilizing social media. This was important as the growing digital space has become valuable in developing a community for fans, that can be engaged both online and offline. The research also found out that NBA teams were attempting to monetize their daily functions via social media and striving to drive publics to their website to increase ticket sales, merchandise sales, and sponsorship deals.

The findings also revealed that most NBA teams stressed that the most important aspect of a social media presence is quality content and they were using YouTube and Instagram to post videos and pictures. Another key finding in the study was that NBA teams with major brand recognition and elite players garner a greater digital following. Social media was therefore used as a medium that would influence online conversations and further provide tools and initiatives that would solidify monetization of their efforts.

Obonyo (2013) conducted a study titled “Financing Sports In Kenya, a Case Study of Kenya Basketball Federation.” The study was necessitated by Obonyo’s observations on KBF where he noted that KBF had over the years slacked in its mandate of promoting basketball in Kenya owing to lack of finances. The study had three key objectives which entailed looking into KBF’s sources of finance, constraints faced by KBF and what corporate strategies KBF could use to boost its finances. The exploratory survey was conducted on KBF management at the national and provincial

offices and within clubs participating in the national and provincial leagues. Data was gathered using questionnaires and from KBF annual reports and descriptive analysis applied.

The study which analyzed KBF's financing during 2008-2011 revealed that basketball in Kenya suffered from limited financial sources. KBF's main sources of financing included gate collections, players' contributions derived from transfers and league or tournament fees. The league/tournament fees had contributed to 30% of KBF's annual income while gate ticketing contributed to an average 16% of the annual income. This was however erratic and could range from a high of 27% particularly during international matches and play offs down to 4% during the same period. There was evidence of some sponsorship and grants that contributed to 25%. The corporate sponsors over the years included Safaricom, Coca Cola Nairobi, Nation Media Group, and Bidco Kenya. However, their sponsorship had been inconsistent and short-term (based on tournaments) as majority of the sponsors preferred sponsoring teams.

Other financial sources included donations from well-wishers, coaching and officiating clinics, licensing of referees and certificates. This was not sustainable and could not be counted upon to meet the operational expenses and effectively promote basketball in Kenya.

Interviews with KBF branch officials revealed there were several constraints they faced in the administration of basketball activities within their branches. These included amongst others; low level of technical expertise, management was voluntary, with minimal incentives, lack of adequate exposure of the management officers and the club players; poor attitude towards the game from the public with majority

preferring football. The findings also revealed that at the branch level, there was little encouragement from the national basketball office, there was no clear policy framework at the national office from which the affiliate branches could capture and feed their operations and activities in order to achieve unity of purpose towards the development of basketball in the country.

The research concluded that KBF's funding was generally not enough to meet both the needs of the clubs, players and the federation. Basketball suffered from lack of government financial support and policy, public apathy to the sport and improper management of the federation and clubs. Corporate sponsorship was, at its best, incidental, unpredictable, unreliable and only skewed towards specific teams and tournaments. KBF had no structured strategy of identifying and sustaining sponsors and hence KBF needed to redesign its policies in sourcing for corporate sponsorship.

The recommendations made to KBF called on the need for the federation to attract local corporate entities and private citizens' sponsorships and professionalize both its management, that of the clubs and basketball in the country. The Federation also needed to create public awareness on basketball so that the public could attend tournaments. This was critical and if KBF worked towards recording a minimum of 300 spectators to attend matches, then they could rely on gate collections as a sustainable source of funding.

Discussion

Various sports in Kenya have continued to gain popularity and attract corporate sponsorships key among them football and rugby. However, Basketball seems to be struggling to position itself in a way that promotes the sport, enhances a positive image and opens up avenues for revenue collection. Whilst Couvelaere &

Richelieu research focused on brand strategy, there are key lessons as the execution of a brand strategy cannot be successful without a communication strategy.

The findings indicated that each of the four teams had well defined brand attributes that were known to the team management and the fans. The brand strategy employed by the football teams had clear objectives of what it is the teams wanted the fans to associate or know the brand for. This is a good reflection as to whether KBF's communication objectives are known to their publics and are in tandem with their information needs. This clarity helps guide the formulation of messages as well as the channels used to distribute such messages.

Wysocki (2012) study findings revealed that the NBA teams were actively engaging their publics and directing them to their websites in order to increase ticket sales, merchandise sales, and sponsorship deals. This is an indication that communication when strategically planned and executed through appropriate channels such as social media can provide an opportunity for organizations such as KBF to directly impact their bottom line and experience an increase in gate collections. The study also revealed that NBA teams had stressed on the need to give quality content and whether it be text, pictures, video, or anything else that is posted with appropriate length and frequency it must give value to publics. This can be done through use of various social media tools and channels and can include providing information on the teams, behind the scenes information, player's profile amongst others.

Such integration can provide varying content, which further increases stakeholders' awareness of the sport as recommended by Obonyo (2013) and consequently persuade more corporates to sponsor the sport in view of its outreach. KBF can perhaps borrow a leaf and seek ways to communicate effectively within the

premier league and by using multi-channels allow for open communications systems. Similarly, KBF can garner financial and moral support from its public and Kenyans by promoting the national team and the top teams in the premier league who represent Kenya in continental competitions through strategically placing the right messages in the right channels.

The use of social media however has its challenges and as Wysocki (2012) found out in his study, there continues to be limitations to the overall effectiveness of social media in the NBA. Maintaining a social media presence across multiple channels can be a major undertaking and requires a great deal of resources, including personnel who may be minimal or swamped in other tasks. This therefore calls for a multi-channels approach in transmitting messages so that publics at all levels receive the messages across multiple channels without any limitations.

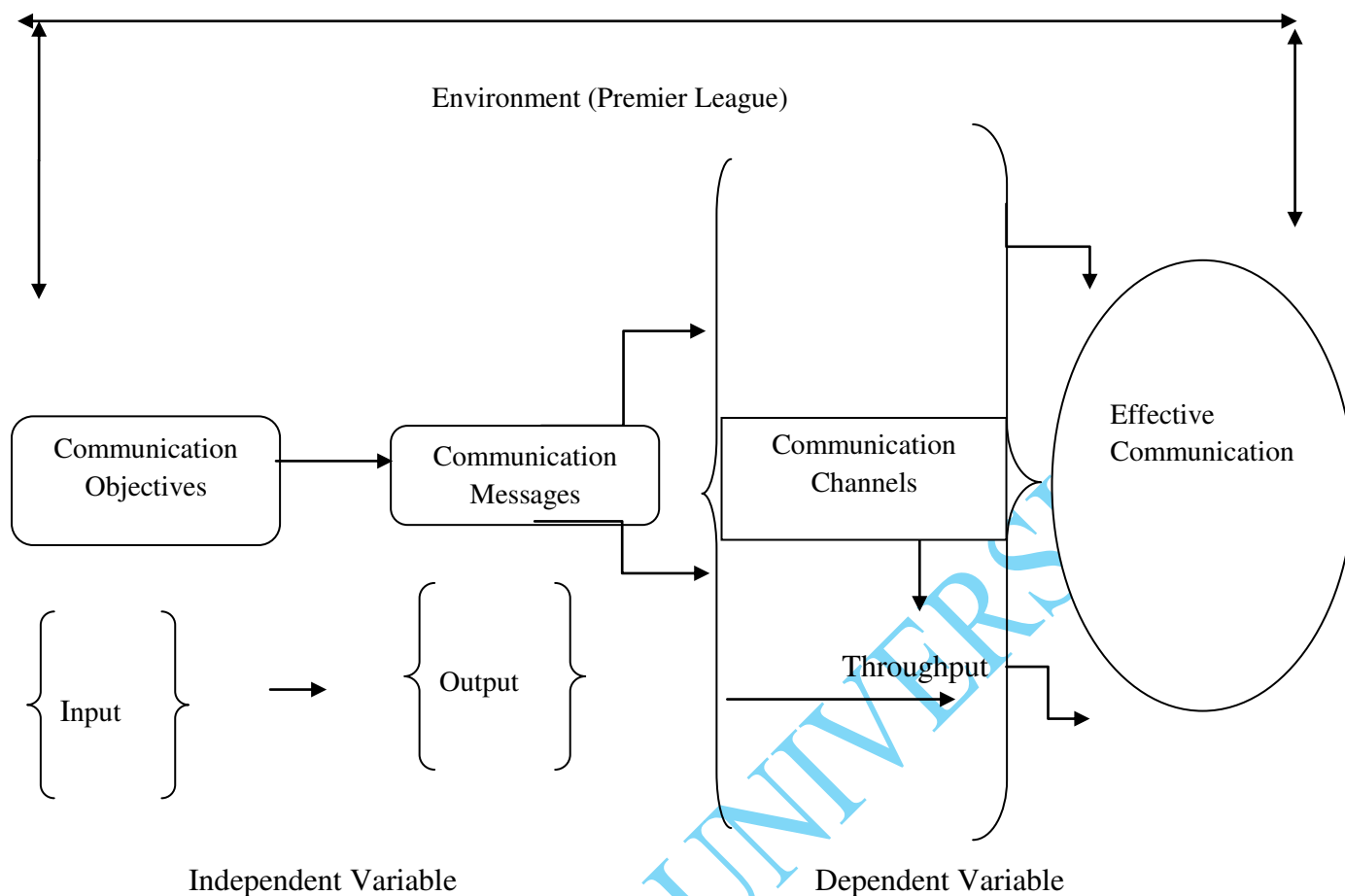


Figure 2.1: Conceptual Framework

Source: Author (2016)

The components of the research model shown in Figure 2.1 outline how KBF can through the systems theory, review their current communication strategy to ensure that the communication objectives match the messages they develop and that these messages are relayed through the relevant channels. The two independent variables, communication objectives and messages are key elements in a communication strategy which have a great influence in mapping out the choice of communication channels to be used within the premier league.

The messages developed ought to provide information to the publics regarding the premier league activities. Such content may include pictures, videos, trivia and tickets amongst others; all which can be made available on various media channels that are accessible to the publics. Similarly, it is important to include a call to action on the various messages provided so that there is a reaction and discussion about the premier league, which is followed by a decision. KBF can therefore through their events and matches create opportunities to connect with their publics and communicate key messages about the league. This would help their publics implement their decisions and re-affirm them due to enhanced communication. The researcher therefore sought to find out the communication needs of KBF's publics.

An open system at KBF also provides a platform through which the publics can contribute to the development of basketball and the premier league through sharing their opinions and comments on matches, venues, amongst others. The independent variable was the connector between the communication objectives and messages as it is bound to impact on the effectiveness of the communication strategy. It was also used as a yardstick to establish the relevance of the communication channels used by KBF within the premier league. As Hastings (2008), argues, communication strategies provide guidelines that help orchestrate the actions, images, and words used by individuals within an organization to achieve its objective.

Summary

The chapter reviewed both theoretical and empirical literature. The theoretical literature covered the Systems Theory while the General literature review covered communications strategies, communication channels and sport communication. The

empirical review covered studies on elements of a communication strategy as implemented by various football and basketball teams across the world whilst presenting a conceptual framework and discussion of the literature review with an establishment of research gap.

DAYSTAR UNIVERSITY

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter methodically outlines the procedures undertaken in this study which include the research design, data collection instruments and data analysis techniques. Similarly, target population, sampling techniques and the ethical principles of data collection are also discussed to ensure validity and reliability of the conclusions drawn thereafter.

Research Design

This study used descriptive survey design to explore the communication strategy used by KBF in the 2015 basketball premier league. This design allows for explanation of the state of affairs as it exists and can be used when collecting information about people's attitudes, opinions, habits or any other variety of social issues (Orodho & Kombo, 2002). It also provided for the assessment of the various components of a communication strategy and how they have been used by KBF in the premier league.

Population

KBF is the uniting body that oversees professional basketball across the three categories namely: Division 2, Division 1 and the Premier League. This study was however limited to the premier league as it is the highest ranking category. The premier league has a total of 28 teams with each team having 12 players and one team

manager. KBF office has a total of nine officers. The total population therefore comprised of all the players in the 28 teams, 28 team managers (TMs) and the nine KBF officials, all totaling to a population of 373 respondents.

Target Population

The target population included all the nine KBF officials, all the 28 team managers and the 336 players in the premier league. As such, the overall target population was 373, similar to the overall population.

Sample Size

The sample size was derived from the target population of 9 KBF officials, 28 team managers and 336 players. It was made up of 91 respondents that included 14 teams with five players per team, 14 team managers and seven KBF officials. KBF officials were targeted as they design and develop messages which they send out to the players and teams in the premier league. The players and team managers are receivers of KBF messages and hence critical in finding out their knowledge needs and establishing the relevance of the communication channels used by KBF.

Sampling Technique

In view of the purpose and objectives set for this study, purposive sampling method was used. It provided the researcher with a deliberate choice of the informants due to the qualities the informant possesses (Tongco, 2007). The 14 teams which were selected included teams within Nairobi that had consistently been in the premier

league for the last two years. Those that had also been upgraded to the premier league in the year 2015 were also included. This was done to allow the researcher gather data from “old and new” publics within the premier league.

In addition, five players were selected out of the 12 as there are only five players in the game at any given time. Of the five players, one was the team captain as the captains have close interactions with both the referees (some of whom are part of KBF) and KBF officials particularly on matters of complaints and disputes during matches. The other four players were a representative of each of the key positions in the team.

Data Collection Instruments

In this study, interviews and questionnaires were used to collect data. Interviews were conducted amongst KBF officials and they provided in-depth information about KBF communication goals, the type of messages they would like to communicate to their audiences and how they have been doing it.

In addition, seven self-administered questionnaires were administered to KBF officials while 84 were issued to TMs and the players. The research used a mixed method approach where closed and open ended questions were provided for the respondents so as to cover all the required areas of information. The respondents were also given the option of including their names if they chose to, hence providing anonymity which was critical given the sensitive nature of responses that may be given (Kumar, 2005).

Types of Data

This study engaged two types of data, mainly primary and secondary data. Primary data was collected through the self-administered questionnaires and interviews. Secondary data is partially represented in chapter two. In addition, KBF constitution and strategic plan were also reviewed.

Data Collection Procedure

Data for this study was gathered through the self-administered questionnaires that were distributed to KBF officials, players and TMs (Refer to Appendix A & B). Interviews were also conducted among KBF officials using the interview schedule (Refer to Appendix C). This was after seeking authority from the relevant offices such as Daystar University, KBF and the National Council of Science and Technology. The researcher also used the help of a data research assistant to help with the distribution of questionnaires and data analysis.

Pretesting

Pretesting is carried out to ensure validity of the research instruments used and their relevance to the study (Harper, Laws, & Marcus, 2003). The questionnaires were pre-tested five days before the actual distribution of the questionnaires to the selected respondents. Two KBF officials, one team manager and two players participated in the pre-testing. A few amendments were then carried out in regard to numbering, formatting and flow of the questions and later printed for the actual research. The respondents who participated in the pretest were not included in the actual survey.

Data Analysis Plan

The study employed the use of Statistical Package for Social Science (SPSS) and Microsoft Excel spread sheets as data analysis instruments to evaluate both the qualitative and the quantitative data. Data gathered using the questionnaires was coded then entered into SPSS for analysis and the findings presented using tables, figures and graphs. The data obtained from the open ended questions was grouped into themes analysed using Excel and presented in tables and charts. This was necessary in order to carry out systematic examination of forms of communication to document patterns accordingly (Marshall & Rossman, 2011). The data derived from interviews was presented in accordance to the research objectives.

Ethical Considerations

The researcher was committed to ensuring there were no biases and that the research was objectively carried out, including accurately recording findings from respondent's questionnaires and interviews. The researcher therefore sought consent from the federation after presenting reference/introduction letters from Daystar University and the National Council of Science and Technology confirming the legitimacy of the research as an academic requirement for the Master of Arts in communication. A research assistant was engaged to help distribute the questionnaires and moderate the interviews. The respondents were not required to give any identification whilst filling the questionnaires and were assured that any information gathered would exclusively be used for purposes of this study only.

Summary

This chapter was about the research methodology for this study. It included the research design and the various instruments of data collection. The researcher employed interviews and questionnaires as the primary instruments of data collection while documentary analysis was carried out as a secondary means of data collection. The researcher also discussed the pretesting of questionnaires, the target population, the sampling techniques and the data analysis plan.

DAYSTAR UNIVERSITY

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

Introduction

This chapter presents the analysis of data collected from the respondents who were engaged in the study that focused on assessing the communication strategy used by KBF in the 2015 basketball premier league. The research targeted KBF officials and their publics who represented TMs and players of teams within the premier league based in Nairobi. A total of 91 self-administered questionnaires were administered to the respondents, to which 80 completed questionnaires were obtained, representing 88% response rate. This rate is adequate for analysis and reporting according to (Mugenda & Mugenda (2003)).

A total of four KBF officials were interviewed and the findings are presented later in the chapter. The completed questionnaires were then coded and keyed into the Statistical Package for Social Sciences (SPSS) version 20 for analysis, whilst the descriptive data was arranged into themes using Microsoft Excel. This offered rich quantitative data whose findings are also presented.

Analysis and Interpretation

Demographic Data

Gender

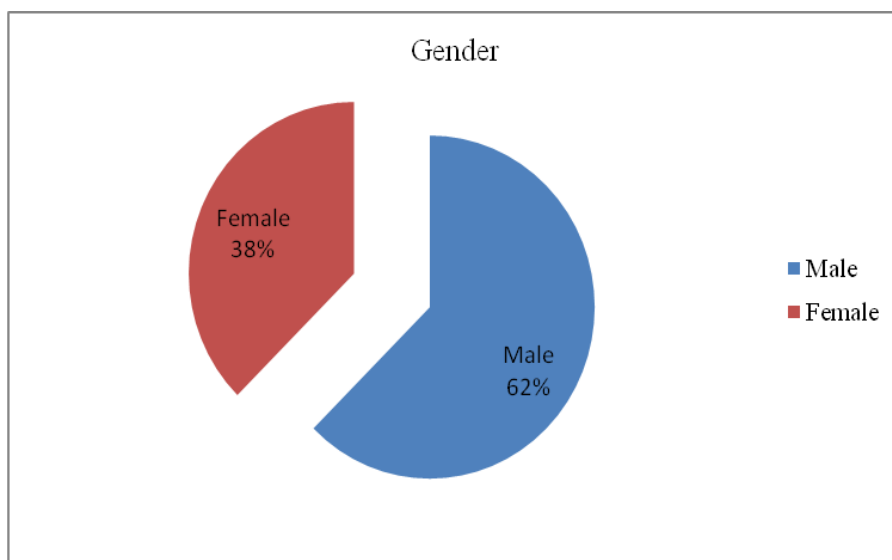


Figure 4.1: Gender of Respondents

The majority of the respondents (62%) were male, while 38% female.

Age bracket

Almost half (41%) of the respondents were found to be between the ages of 20-25 years, while another 21% were between the ages of 26-30. Those aged between 41-45 were the minority at 4% as shown in Figure 4.2. Respondents who were aged between 31-35 comprised of 20% while those aged between 46 and above were 6%. The findings also revealed that the majority of KBF officials were found to be aged between the ages of 46 and above.

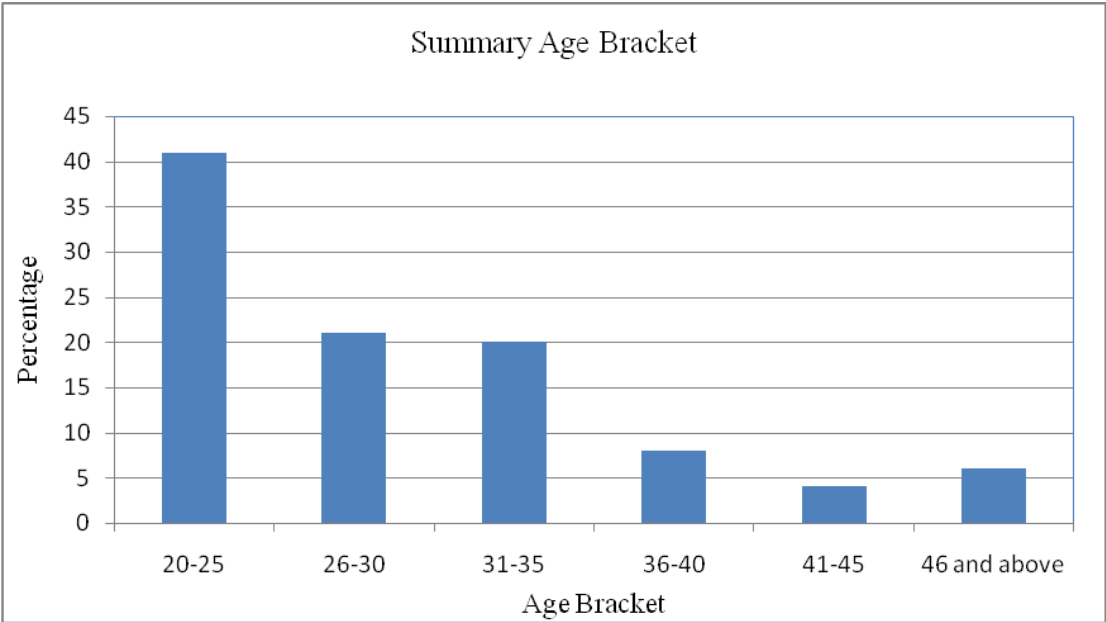
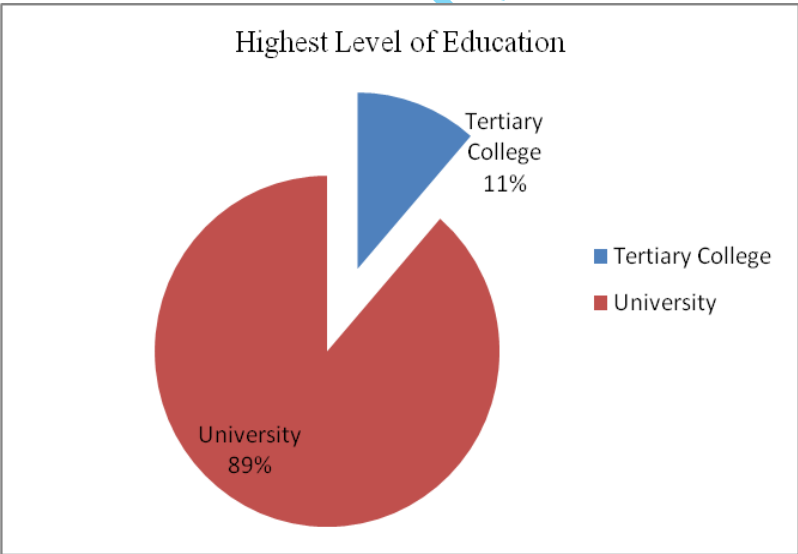


Figure 4.2: Summary Age Bracket

Education Background

The researcher sought to know the education levels of the respondents and the findings indicated a large majority of the respondents (89%) had been to university.



The other 11% indicated tertiary as their highest level of education as indicated in Figure 4.3

Figure 4.3: Highest Level of Education

Category of Respondent

Table 4.1: Category of Respondents

	Frequency	Valid Percent
Team Manager	14	17.5
Team Captain	14	17.5
Player	47	59
KBF Official	5	6
Total	80	100

The study targeted two groups of respondents: The seven KBF officials as well as KBF publics who included the teams in the premier league and specifically, 14 team managers and 70 players that comprised of 14 captains. All the targeted team captains and team managers participated in the research as shown in Table 4.1.

Length of Service:

In this section, KBF officials were asked to indicate the length of time they had spent within KBF management whilst the TMs and players were asked to indicate how long they had been involved in professional basketball within the premier league. Findings presented in Table 4.2 indicate that 4 out of the 5 officials had spent more than 12 years serving as KBF officials. On the other hand, 40% of the TMs and players had been involved in the premier league for between 3-5 years. In addition, 21% had been involved for a period of between 0-2 years, followed by 20% who had been involved for a record 6-8 years. Those who had been involved for the longest duration of more than 12 years were the minority at 8%.

Table 4.2: Length of Service

Question for :KBF Officials How many years have you been in KBF management?		Question for TMs and players How long have you been involved in professional basketball at the Kenya premier league? Frequency	Percent (of the TMs and players findings)
0-2 Years		16	21
3-5 Years	1	30	40
6-8 Years		15	20
9-8 Years		8	11
More than 12	4	6	8
Total	5	75	100

Communication Needs and Channels

The TMs and players were asked to list down the key messages/information they received from KBF regarding the premier league. Table 4.3 indicates that match fixtures was identified as the top message (60%), whilst match standings/results was second at 20%. Third was information regarding tournaments at 7% followed by messages regarding meetings and match cancellation at 5%. Information regarding league payments was the least received as indicated by 3% of the respondents.

Table 4.3: Type of Information/Messages Received from KBF

Types of Information Received From KBF	Frequency	Percentage (%)
Fixtures	45	60
Match Results/Standings	15	20
Tournaments	5	7
Meetings & Minutes	4	5
Match Cancellation	4	5
League Payments	2	3
Total	75	100

On the other hand, KBF officials were asked to indicate the key messages/information they usually send out to the teams within the premier league. Table 4.4 indicates that fixtures, standings, tournaments and meeting invites were the key messages sent out.

Table 4.4: Information/Messages Sent Out by KBF

Type of Information Received From KBF	Frequency
Fixtures	2
Match Results/Standings	1
Tournaments	1
Meetings & Minutes	1
Total	5

The respondents were also asked to list down the key messages/information regarding the premier league they would like to receive from KBF. This was geared towards finding out their communication needs in comparison with what they received from KBF. Table 4.5 presents findings that indicate that updated and complete fixtures was the key message the respondents wanted from KBF as indicated by 33% of the respondents. Second was updated match standings at 19%, followed by player information that includes profile, statistics and transfers as indicated by 13% of the respondents.

Table 4.5: Type of Information/Messages Desired

Type of Information/Messages Desired	Frequency	Percentage
Updated and complete fixtures	25	33
Updated Match Standings	14	19
Match Statistics & Match Highlights	7	9
Planned tournaments during the season	5	7
Player Information (Profile/Statistics/Transfers)	10	13
Communication from FIBA and KBF constitution & operations (Including revised rules, regulations and contacts)	5	7
Information about the national team	2	3
Development programs (such as clinics) & League Sponsorship	3	4
Financial Information/Federation Accounts	4	5
Total	75	100

The findings also revealed that match highlights/statistics, planned tournaments and information from FIBA and KBF were important messages that the publics desired as indicated by 9%, 7% and 7% of the respondents respectively. Additionally, 5% of the respondents noted they would like to receive information regarding KBF financial accounts. Key to note is that there is a difference between the information/messages shared by KBF and the desired information as per the needs of the publics.

Table 4.6: Communication Channels Used by KBF

Channel	Channel used by KBF to send information to teams (Frequency)	Channel used to receive information from teams (Frequency)	Channel used to receive information from KBF (Frequency)
Face to Face			1
Telephone		1	10
SMS			6
Email	5	3	35
Social Media		1	23
Total	5	5	75

KBF publics were asked to identify which communication channel they mainly used to receive information from KBF about the premier league. Findings presented in table 4.6 indicate that email was identified as the most used channel followed by social media and telephone Face to face was the least used channel at.

However, further interrogation into the findings revealed that the social media channel the TMs and players were referring to as a channel used by KBF, was the Basketball 254 website and Facebook pages, which are not communication channels owned and used by KBF but by a different entity interested in basketball.

In addition, KBF officials noted that email was the main channel they used to communicate to teams within the premier league and it was the same channel that teams used to send information to KBF. However, telephone and social media were also cited as channels that had been used by teams to send information to KBF.

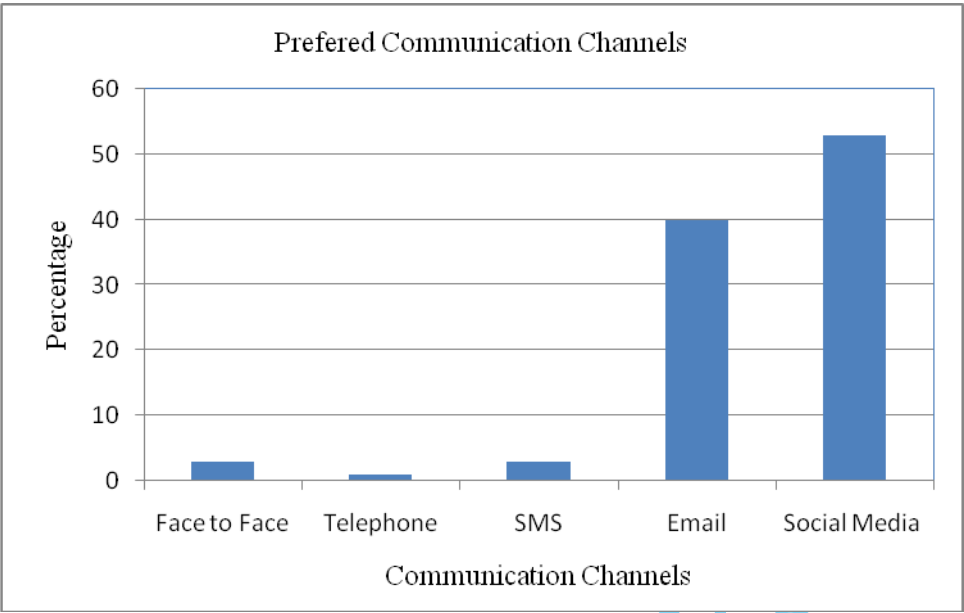


Figure 4.4: Preferred Communication Channels

The TMs and players were also asked to indicate which channel they would prefer to receive information about the premier league from KBF. The findings as presented in Figure 4.3 indicate social media as the preferred channel at 53%, followed by email at 40% while face to face and SMS were among the least preferred channels with each recording responses of 3% respectively while telephone only recorded 1%.

Respondents were asked to identify the two channels they mainly used to communicate amongst themselves. Findings presented in Table 4.7 indicate that amongst the teams, SMS was the most frequently used channel, followed by face to face. Telephone and social media were the next commonly used channels whilst Email was the least frequently used channel. From the findings, it can be noted that the teams use a multiple of channels at any given time. Further investigations into the findings also indicated that the face to face the teams were referring to was due to the

constant training sessions they held every 2-3 times a week, hence providing a forum for the teams to have discussions with each other.

Table 4.7: Communication Channels Used by Teams and KBF Officials

Channel	Frequently used channel by teams (Frequency)	Frequently used channel amongst KBF officials (Frequency)
Face to Face	16	
Telephone	13	2
SMS	22	1
Email	11	2
Social Media	13	
Total	75	5

On the other hand, KBF officials indicated that the use of telephone and emails were the main channels used to communicate amongst themselves.

Overall Communication Strategy

Respondents were asked to evaluate if KBF effectively communicates to the teams within the premier league. Figure 4.4 presents findings that indicate that majority of KBF officials (80%) did not think that KBF effectively communicated to the teams in the premier league. Likewise, findings from the TMs and players indicate that majority of the respondents (87%) did not also think that KBF has been effective in their communication. Only a minority (20% and 13%) respectively think that KBF had been effective in their communication to the teams. This agreement between the two groups indicates there is a wide gap and room for improving the way KBF communicates to the teams within the premier league.

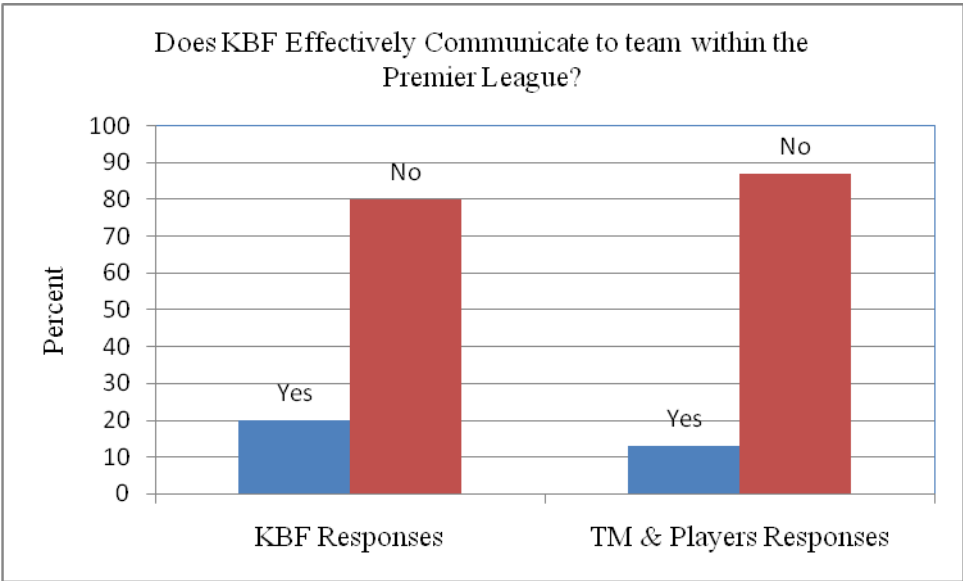


Figure 4.5: Does KBF Communicate Effectively?

Respondents were thereafter asked to give reasons as to why they thought that KBF did not communicate effectively and the findings are presented in Table 4.8. Poor/ Lack of communication was sighted as the major reason for KBF’s in-effective communication at 43%. The second reason cited for ineffective communication was untimely communication/delays in sending out communication by 40% of the respondents.

Un-coordinated communication amongst KBF Officials was also noted as a reason by 15%. This therefore calls for a review of the communication channels and overall strategy used by KBF to ensure that the information is formatted into messages that are delivered to all intended recipients in a timely manner at all times.

Table 4.8: Reasons for In-effective Communication

Reasons for in-effective communication	Frequency	Percentage (%)
Communication is not timely/Delay in sending information	32	40
Un-coordinated communication amongst KBF Officials	12	15
Poor communication/Lack of communication	34	43
Communication is one way only.	2	2
Total	80	100

KBF officials were asked to list down 3 challenges they faced when communicating with teams in the premier league.

Table 4.9: Communication Challenges

Communication challenge	Frequency
Lack of updated contacts for all teams	1
Poor response time	2
Lack of respect of communication protocol	1
Lack of information sharing	1
Total	5

Findings presented in Table 4.9 show that respondents thought lack of an updated contacts list was a challenge because not all teams could receive information when it was sent out. Similarly, poor response time by the teams was also cited as a challenge as well as lack of respect for communication protocol indicating that people were not following the proper communication protocol when communicating. It is also worth noting that KBF officials said that there was lack of information sharing which was a communication challenge to them.

The respondents were then asked to suggest ways in which KBF would improve its communication within the premier league.

Table 4.10: Ways in Which KBF Can Improve Their Communication

Ways to Improve Communication	Frequency	Percentage (%)
Increased communication channels and enhanced use of social media	20	25
Appointment of a public relations officer	17	21
Timely Communication	14	18
Two way communication	12	15
Communication of the full fixtures at the beginning of the season	10	12
Have a comprehensive contact list of all teams, TMs and coaches where information is shared	3	4
KBF to be more organized and communicate organization structure	3	4
Improve media relations	1	1
Total	80	100

Findings as presented in Table 4.10 indicate that an increase in communication channels and enhanced use of social media was key in enhancing KBF's communication as suggested by 25% of the respondents. Appointment of a public relations officer was second by 21% followed by timely communication at 18%. Timely communication as suggested by respondents indicated communicating changes in good time to all teams. In addition, 12% of the respondents noted that communication of the full fixtures at the beginning of the season was also key in improving KBF's communication. The need for two way communication was also critical as identified by 15% of the respondents. Other suggestions included the need to have a comprehensive data bank of all coaches; TMs and teams where information would be shared. Similarly, the respondents called on KBF to officially communicate its organization structure and highlight who does what and who communicates what.

Table 4.11: Components of a Good Communication Strategy

Components of a good communication strategy	Frequency	Percentage (%)
Prompt and timely communication/Information	29	36
Providing adequate information as required	15	19
Use relevant communication channels accessible to all	14	18
Knowledge and use of official spokesperson	10	12
Two way open communication	7	9
Having a media plan	5	6
Total	80	100

Respondents were asked to indicate what in their opinion were the components of a good communication strategy. Findings presented in Table 4.11 indicate that prompt and timely communication was first at 36% followed by provision of adequate information at 19%. Furthermore, use of relevant communication channels was third at 18% whilst knowledge and use of an official spokesperson was sighted by 12% of the respondents. Having two way communications was also noted as a component for a good communication strategy at 9% while having a media plan was at 6%.

Table 4.12: Most Effective Communication Channels and Activities to the General Public

Activity/Channel	5	4	3	2	1	Total
Television screening of live matches	55	5	5	10	5	80
Film or video clips of past matches	35	20	16	3	6	80
KBF website & Social media	43	20	7	4	6	80
Basketball articles in various lifestyle magazines	7	18	18	30	7	80
Newsletter on basketball	13	17	24	11	15	80
Annual premier league public open day	25	11	15	15	14	80

Table 4.12 indicates that the majority of respondents (55) thought that screening of live matches on TV would be the most effective activity/channel to

communicate to the general public. Video clips of past matches were considered to be effective by at least 35 of the respondents. A collective majority (63) of the respondents indicated that KBF website and social media platforms would be very effective. This is in tandem with earlier findings where the preferred communication channel of choice has been social media amongst the respondents and in particular KBF publics. Basketball articles in various lifestyle magazines were not deemed to be very effective as indicated by 30 of the respondents. However, annual premier league open days were considered to be equally effective ways to communicate to the general public by at least 25 and 11 respondents, respectively.

Table 4.13: Ways of Promoting the Premier League

Way of Promoting the League	Frequency	Percentage (%)
Include entertainment in the sport. e.g music and bring back the Friday night live	20	25
Publicity/Marketing of the sport and matches	28	35
League and team sponsorship	15	19
Have more games aired on TV	5	6
Reduce gate charges	5	6
Professionalism in management of basketball/Leaders to be accountable	4	5
Conduct basketball clinics regularly	3	4
Total	80	100

Findings presented in Table 4.13 indicates that 35% of the respondents felt that the best way to promote the league was through publicity or marketing of the sport and matches. Likewise, 25% of the respondents also felt there was need to include entertainment in the sport (such as music) and further went ahead to suggest the return of the Friday night live matches. An additional 19% of the respondents indicated that league and team sponsorship was another way of promoting the premier

league. Airing games on TV and reducing gate charges were both sighted by 6% of the respondents, respectively as a way of promoting the premier league.

Key Findings

Interviews were held with KBF officials to further assess their communication strategy within the premier league. The informants noted that KBF's key communication objective was to deliver information regarding basketball that includes and is not limited to: Calendar of events, match fixtures, standings /team's performance (rankings) as well as tournaments. Local, national and regional competitions as well as changes in basketball from FIBA was critical to the teams in the premier league and the general public.

The informants further noted that KBF did indeed have both formal and informal policies that guided their communication process. The Chairman and the secretary general can speak on behalf of the federation, although the secretary general is the official spokesperson. However, the Secretary General and the chairman are both based in Thika and Maseno and hence not involved in the daily running of the federation, consequently not being physically present to address issues. Most of the communication is therefore done by the fixtures secretary. In the past, there was an unwritten rule that the secretary general and the chairman must be people who reside in Nairobi for efficient management of the federation's operations. However, this unwritten rule could also not be used to bar people from vying and being elected. Consequently, it therefore remains as one of their key communication challenges.

In addition, any communication from the federation must be signed off by the secretary general. However, there have been instances when this has not happened

and KBF officials have also found themselves with varying information, or receiving information from teams that they were not aware of, yet it was said to emanate from KBF. Similarly, majority of the decisions are made by one person who also sends out communication to the teams and the general public without informing the rest or having the messages vetted. The informants noted that this could be attributed to the fact that the official spokesperson and the chairman are both based out of Nairobi.

Teams that would like to register their complaints or send feedback to KBF are supposed to address the same through the secretary general using any channels. However, written is always preferred especially if a complaint is involved for record purposes. They can also send a copy of the same to the league committee. The informants however noted that this does not happen and most of the feedback is only sent and handled by the fixtures secretary. They further added that there was need to communicate to teams and KBF officials the official communication framework so as to guide them on how to observe protocol whilst communicating with KBF and who is the authorized KBF spokesperson.

Informants noted that there was a level of laxity amongst KBF officials since the job was voluntary without any monetary rewards; hence a lot of the activities were run in an ad hoc manner. As such, no one has been managing the social media platforms because no one is accountable to the other. Similarly, the federation lacks technical and human capacity to manage a website and social media channels yet these channels have the potential to greatly improve and enhance KBF's communication with its public.

The informants noted the need for teams to get actively engaged in the premier league in more ways than they have. They argued that majority of the teams are

always blaming KBF for poor communication and poor management of the league, yet the teams were also not communicating effectively. They cited examples such as when teams, changed their TMs, or recruited new players, they did not officially communicate until they were probed. Messages sent to such teams were not received or shared because the teams had not shared the correct contacts.

Poor meeting attendance was also cited as a challenge that KBF faced while communicating to the teams. When TMs do not show up for meetings called for by the federation, they not only hamper the development of programs but are also unable to be part of the decisions made therein.

Finally, the informants noted that teams needed to adhere to the communication protocols within KBF, meaning they must know who to communicate to on what matters. Examples cited included when teams had disputes, or needed a change in the fixtures. In addition, teams should make their requests for exemptions early enough before the fixtures calendar is released instead of waiting for the fixtures to be released and then asking to cancel matches that further inconvenience other teams.

A summary of the key findings indicated that the majority (62%) of the respondents were male while 38% were female. In addition, almost half (41%) of the respondents were aged between 20-25 years while an additional 21% were aged between 26-30 years. This reflects that basketball is a sport of the youth as a collective majority (62%) is below the ages of 30. On the other hand, majority of KBF officials are between the ages of 46 and above and have served as officials for more than 12 years.

Whilst KBF office is run and managed by a group of duly elected officials they all execute their services on voluntary basis. The federation does not have adequate funding to pay or offer allowances to KBF officials. KBF activities including management of the premier league is mainly funded through money collected from league payments from teams, and supplementary sponsorship by FIBA which only pays for the secretariat office and provides in kind. KBF therefore continues to encounter inadequate funding that ultimately affects the execution of their strategic plan.

Team profiles, player profiles as well as information regarding the national basket team were among the information needs of players and TMs, but this did not comprise of KBF's key messages. Most of the communication that was sent out by KBF was primarily on match fixtures and standings.

In order to improve the current communication strategy, the informants suggested that the secretary general must be someone who resides in Nairobi for easier management and is not just an elected official but is hired on a full time basis. This person will also be the federation's official spokesperson. Informants noted that a marketing officer had earlier been recruited and had made considerable efforts in connecting with potential sponsors but they did not last long in their role. Similarly, the informants noted there was need for the coordination of committees as a way to enhance communication within the premier league.

In addition, there is need to review the current strategic plan that expires in 2016 and draft a new one to which a new communication strategy will be anchored upon. A public relations officer should also be recruited as a committee member or as a KBF official to help guide the communication process at KBF.

Summary

This chapter has presented in detail the research findings from the data collected from KBF officials and the TMs and players. The data has been analyzed and presented in the following sub-categories: demographic data, communication needs and channels and communication strategy. In addition, data from interviews with KBF officials was interpreted. The findings have been presented using an array of diagrams that include graphs, frequency tables and charts.

DAYSTAR UNIVERSITY

CHAPTER 5

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the discussions, conclusions and recommendations of the research findings in view of the purpose of the study and objectives set. Discussions have been based on the findings in relation to the research objectives and the literature review of the study. General conclusions have then been drawn and recommendations further offered.

Discussions

The purpose of this study was to assess the communication strategy used by KBF in the 2015 premier league. To achieve this purpose, the researcher set out the following objectives: 1. to find out KBF's key messages and communication objectives; 2. to determine the information needs of KBF's publics and 3. to establish the relevance of the communication channels used by KBF to communicate to its publics.

Identification of KBF's key messages and communication objectives

The first objective was to find out KBF's communication objectives and key messages. This is because any communication strategy must be anchored upon the identification of an organization's key communication objectives which guide the message formulation. This is echoed by Cornelissen, (2008) who argued that an

organization must define its communication objectives by first analyzing the needs and concerns of their public.

From the findings of this study, it is evident that KBF is clear on their communication objective which is to promote an increase in basketball participation within all levels of competitive basketball and especially in the league. To achieve this, the federation has set out to provide information to its publics regarding basketball. This information includes and is not limited to calendar of events, local, national and regional competitions and changes in basketball from FIBA. Thereafter the messages KBF delivers include: match fixtures, standings, planned tournaments and meeting invites, confirming that the research met its first objective.

Information needs of KBF's publics

The second objective sought to determine the information needs of KBF's publics. In this study, KBF publics referred to the TMs and players (captains included). Any effective communication strategy ensures that the organization's messages are addressing the communication needs of the various publics/ audiences. In each communication situation, the publics attitudes, biases and culture have to be taken into consideration when formulating a communication strategy (Munter, 2006).

From the findings, it was evident that there is a gap between the information KBF gives to their publics and what the publics would like to know. For instance, there was no evidence of the publics receiving information regarding changes from FIBA, yet this is highlighted as one of the key messages that KBF is meant to communicate to its publics. Feedback from respondents indicated that match fixtures

was the key message they received at 60%, followed by match standings. Tournaments and meeting invites were identified by 7% and 5% of the respondents respectively. However, there is much more information/messages that KBF publics would like receive from KBF. This includes updated and complete match fixtures that would preferably be sent at the beginning of the season at 33% and updated match standings that are sent every bi-weekly at 19%.

Player profile was third at 13% and respondents indicated the need for KBF to compile and share messages regarding individual players profile, statistics and transfers. This can perhaps be attributed to the following: a) majority (62%) of the respondents were below the age of 30 and b) a collective majority 62% had been involved in the premier league for a period of 0-5 years. These demographics indicates that KBF's publics are within the youth age bracket and therefore keen on improving and furthering their sporting careers within the premier league. This information is within KBF as they have records of every match statistics. In addition, these messages would be vital information for team managers to use when they are recruiting new players into their teams.

Similarly information regarding match statistics data, rules and regulations, communication from FIBA, development programs and information about the national team was desired by 9%, 7% and 4% of the respondents respectively. This may allude to the fact that these young men and women are seeking to improve their overall performance as professional basketballers and hence require this information. There is therefore need for KBF to review their key messages in line with their objectives and ask themselves who forms their audience, what do they already know and what do they want to know (Munter, 2006).

Relevance of the communication channels used by KBF to communicate to its publics.

The third objective was to establish the relevance of the communication channels used by KBF to communicate to its publics. The study found out that amongst KBF officials telephone and email were the most frequently used channels of communication. Similarly, Email was the main channel used by KBF to send out messages to the publics followed by telephone as indicated by the respondents respectively.

KBF publics agreed that indeed KBF majorly used email to communicate which was also the main channel the publics used to send messages to KBF. However, the preferred channel for KBF's publics is social media at 53%. It is however important to note that findings revealed that majority of KBF officials were aged 46 years and above while the majority of their publics are below the age of 30. The difference in age between the two groups may perhaps influence the usage and preference of communication channels where KBF primarily use emails whilst the teams which are made up of young players are more active on social media. In addition, majority of KBF officials had served within the federation for over 12 years which may have influenced the federations "over-reliance" in a certain communication channel. Similarly, this may have created a comfort zone that was not in tandem to the ever changing information and behavior needs of their publics.

There is therefore need for KBF to integrate social media as a communication channel. In addition, video clips of past matches as indicated in the findings can be very effective when uploaded on the website or social pages. These will meet the needs of the publics who requested for the need to have information on match

highlights and player profile. They will also enrich the content and quality of messages delivered by KBF.

Overall Communication Strategy

The study used the system's theory as a platform for assessing the communication strategy used by KBF in the 2015 premier league. The development of a communication strategy is through the formulation of an organization's internal competences, abilities, challenges and limitations that connect communication to the organization strategic planning (Cornelissen, 2009). As such, an organization like KBF must be clear on what their communication objectives are which must then be translated into messages that not only adhere to the achievement of the objectives but also meet the information needs of their publics. Thereafter these messages should be transmitted using the most effective channel in-order to ensure effective communication.

The systems theory therefore highlights the need of "togetherness" in every aspect of communication as one component must feed into another and any gaps would result into a communication breakdown. This is further echoed by Argenti (2003), who argues that communication is an on-going process that requires interaction between the organization and the messages is send to the publics which respond to the messages.

The main objective of the study was to assess the communication strategy used by KBF in the premier league. Findings revealed that KBF does not effectively communicate to its publics as noted by a majority (80% and 87% respectively amongst KBF officials and publics). The two major reasons cited for this included

poor/lack of communication and delayed communication. In addition, the current residence of KBF officials has greatly challenged their delivery and effectiveness in communication. There is therefore need for a new approach towards the communication process at KBF that includes review of their current communication strategy if the federation wishes to improve its communication and engagement with its publics.

Messages developed do not fully meet the needs of the publics causing the publics to rely on another independent body (Basketball 254), for information. In addition, the study findings revealed the need for KBF to broaden their communication channels so as to be within the same “media space” their publics reside in. This is because majority of KBF publics are youth below 30 who identified social media as their preferred communication channel. The setup and development of social media platforms such as KBF website and Facebook pages are therefore a critical requirement for KBF in order to enhance their communication and increase their publics engagement. As highlighted by the system’s theory, the throughput is critical in ensuring the input yields the desired output and hence, expanding the communication channels at KBF would help ensure messages are more accessible to their publics.

Other channels and activities that would best communicate information regarding the premier league to the general public include screening of live matches on TV was suggested as the most effective by 55 of the respondents. As this may require a huge capital investment for purchase of airtime within media companies, KBF can review its current partnership with DSTV to see how best to maximize on

this type of sponsorship in order to increase and enhance their communication to the general public.

KBF website and social media platforms were also noted by a collective majority of 63 respondents as a channel that would be effective in communicating the premier league to the general public. This therefore calls for the need for KBF to immediately set up a website and revamp their Facebook pages and use these channels to meet the information needs of their publics and Kenyans. Open days and KBF newsletters would also serve as activities and channels that would be used to provide information about basketball to the public as indicated by collective 36 and 30 respondents respectively, calling for use of multiple channels in order to boost and enhance communication.

In addition, the respondents highlighted the need for KBF to engage in marketing and publicizing the sport as indicated by 35% of the respondents as a way to promote and generate a positive image of the premier league. These suggestions were previously echoed through Couvelaere and Richelieu (2007), who in their study noted that each of the French soccer teams had a strategy that outlined the information they wanted their audiences to know about them, further guiding their message development and promotion of their sport and club. As such, marketing and publicizing basketball is critical for KBF if it is to achieve its mission of creating high level competition for basketball in Kenya. This will also address the current gap of low visibility that KBF faces as noted in their 2012-2016 strategic plan. The same had also been noted by Obonyo (2013), when he urged the federation to create public awareness on basketball so that the public can attend matches and tournaments.

Other suggestions by 25% of the respondents included the need to incorporate entertainment in the sport (such as music) with an emphasis on the return of the Friday night live matches. This was noted by Couvelaere and Richelieu (2007), there is room for upgrading the entertainment experience in sports, during the games. Consequently, KBF should revive the previous Friday night live games which had become a favorite for those fans who were looking for alternatives in sports entertainment (Sports Kenya, 2013).

Sponsorship for the league is also critical in promoting the league as noted by 19% of the respondents. KBF therefore needs to find ways of improving the current sponsorship and engage more stakeholders so they can have sufficient funds to not only manage their administrative function but to also effectively boost the effectiveness of their communication strategy.

Conclusion

Following discussions on the study findings, it is clear that whilst KBF have a communication strategy with clear communication objectives, there exists a gap that calls for a review of their communication strategy. This gap is evidenced through what KBF communicates to their publics and what their publics expect of them. The messages sent out do not fully address the information needs of the publics. In addition, the channels used by KBF to communicate to their publics which is mainly email need to be enhanced to accommodate other channels that are more accessible and preferred by the publics such as social media. As such, the setting up of KBF website is a prerequisite including activation of the social media channels; Facebook and Twitter. These channels can be used to not only increase the content of

messages/information shared, but are also easily accessible and preferred by majority of the publics. Relevant information also needs to be distributed in a timely manner so it reaches all the intended publics. Likewise, there is need for an open communication system where teams have a platform to communicate and give feedback to KBF within the communication protocol of KBF, but which must be clearly communicated to them.

There is also room to promote the sport to the larger and general Kenyan public through a multi-channel approach which provides for multiple use of different communication channels as well as having an open communication system. Use of print media to produce materials in newsletters, or in lifestyle magazines as well as holding annual open days is some of the activities the federation can engage in. In addition, these same channels are likely to greatly improve the quality and quantity of information regarding the premier league.

Recommendations

The researcher would like to submit the following recommendations that are drawn from a summary of the study findings:

- 1) Immediately set up and appoint a public relations officer to manage KBF website and activate the Facebook page to widen the communication channels
- 2) Enhance the content and quality of messages/information sent out by KBF to include: updated fixtures, match standings that are sent bi-weekly, player/team profile, statistics, season tournaments and KBF constitution and rules and regulations

- 3) Inform all the publics of the communication protocol within KBF so that they are aware of who does what and how they can be engaged.
- 4) Improve the publics engagement by creating a platform that includes all TMs and captains where information is shared and received by all at the same time. Such a platform could be an email group, or a segment within KBF website. This will also ensure that everyone is well informed at all times.
- 5) Reconstitute the league and marketing committees and merge them to be the league, communications and marketing committee. This will help with constant evaluation of the publics information needs and provide feedback to KBF on how to improve and enhance their communication
- 6) KBF need to review their current communication strategy and recruit a public relations officer to help improve their communication with their publics

Areas for Further Research

This research only focused on assessing the communication strategy used by KBF within the 2015 premier league. One of the key findings was that KBF were in need of a communication expert who would help them improve their communication and perhaps promote basketball more effectively. There is therefore need to conduct an assessment on the role of public relations within sports organizations so that when these findings are presented to federations like KBF, they can shed light on the need to invest in public relations personnel. A similar study could also be conducted in

another sports federation such as the Kenya national basketball association that is also involved in the game of basketball.

DAYSTAR UNIVERSITY

REFERENCES

- Agenti, P. (2003). *Corporate communications*. New York: McGraw Hill Education.
- Agenti, P. (2009). *Corporate communications* (5th ed.). New York: McGraw Hill Education.
- Arens, W. F. (2004). *Contemporary advertising*. Boston: McGraw-Hill/Irwin.
- Balmer, J. M. T., & Greyser, S. A. (2003). *Revealing the corporation: Perspectives on identity, reputation, corporate branding and corporate-level marketing*. London: Routledge.
- Basketball254. (2015). *KBF stakeholders report*; Retrieved from <http://basketball254.com/kbf-stakeholde%E2%80%8Brs-report/>
- Carroll, C. E., Huang, N. C. L., & Weberling, B. (2010). *Conceptualizing key message for public relations evaluation: A case study of non-profit organizations*. Miami: International Public Relations Conference Paper.
- Carlson, B., & Crilly, P. B. (2009). *Communications systems: An introduction to signals and noise in electrical communication* (5th ed.). New York: McGraw-Hill Education.
- Chidi, H. U. (2013). *The role of corporate communication in organizational change: A case of Marists international university college* (Unpublished master's thesis). Daystar University, Nairobi.
- Cornelissen, P. (2008). *Corporate communications: A guide to theory and practice*. London: Sage Publications Ltd.
- Cornelissen, J. (2009). *Corporate communication. A guide to theory and practice*. London: Sage Press.
- Couvelaere, V., & Richelieu, A. (2007). Brand strategy in professional sports: The case of French soccer teams. *European Sport Management Quarterly*, 5(1), 23-46.
- Daft, R. L. (2001). *Essentials of organization theory and design*. Michigan: South-Western College.
- Defense Science Board. (2004). *Report of the Defense Science Board Task Force on strategic communication*. Retrieved from <http://fas.org/irp/agency/dod/dsb/commun.pdf>.
- Guth, D. W., & Marsh, C. (2010). *Public relations: A values driven approach* (2nd ed.). Pennsylvania: Allyn and Bacon Inc.

- Harper, C., Laws, S., & Marcus, R. (2003). *Research for development*. (2nd ed.). London: Sage Publications.
- Hastings, R. (2008). *Principles of strategic communication*. Washington: Department of Defense.
- Insee, (2013). *National Institute of Statistics and Economic Studies*, Retrieved from definition of sports federation:
<http://www.insee.fr/en/methodes/default.asp?page=definitions/federation-sportive.html>.
- Kassing, J. W., Billings, A. C., Brown, R. S., Halone, K. K., Harrison, K., Krizek, B., Meân, L. J., & Turman, P. D. (2004). Communication in the community of sport: The process of enacting, (re)producing, consuming, and organizing sport. *Communication Yearbook*, (28), 373–409.
- Kenya Basket (2015). *Kenya basketball history*; Retrieved from
<http://www.kenyabasket.com/history.php>.
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., and Silvestre, B. S. (2011). *Social media? Understanding the functional building blocks of social media* Retrieved from <http://connection.ebscohost.com/c/articles/59927548/>
- Kitchen, P. J., & Pelsmacker, D. P. (2004). *Integrated marketing communications*. London: Primer Routledge.
- Klewes, J., & Wreschniok, R. (2009). *Reputation capital: Building and maintaining trust in the 21st century*. London: Springer Heidelberg.
- Kombo, D. K., & Tromp, D. L. (2006). *Proposal and thesis writing: An introduction*. Nairobi: Paulines Publications Africa.
- Kothari, C. R. ((2004). *Research methodology: Methods and techniques*. New Delhi: New Age International.
- Kumar, R. (2005). *Research methodology: A step to step guide for beginners*. London: Sage Publications.
- Lawrence, J. (2013). *Is the future of basketball doomed in Kenya?* Retrieved from
http://www.standardmedia.co.ke/entertainment/m/?articleID=2000115395&story_title=is-the-future-of-basketball-doomed-in-kenya.
- Madden, M., & Zickuhr, K. (2011). *Pew internet and American life project*. Retrieved from <http://www.pewinternet.org/2011/08/26/65-of-online-adults-use-social-networking-sites/>
- Marshall, C., & Rossman, G. (2011). *Designing qualitative research*. London: Sage Publications.

- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Nairobi: Acts Press.
- Muter, M. (2006). *Guide to managerial communication; Effective business writing and speaking*. New Jersey: Upper Saddle River.
- Nyeck, S., (2004). Luxury brands online and offline: The case of French brands. *The European Retail Digest*, 8, 20-24.
- Obonyo, M. O. (2013). *Financing sports in Kenya: A case of Kenya basketball federation* (Unpublished master's thesis). Maseno University, Kisumu.
- Orodho, A. J., & Kombo, D. K. (2002). *Research methods*: Nairobi. Kenyatta University.
- Rein, I. J., Kotler, P., & Shields, B. (2006). *Communicating the sports brand: Reinventing sports in a crowded marketplace*. New York: McGraw-Hill.
- Rogers, E. M. (2003). *Diffusion of innovations* (5th ed.). New York: Free Press.
- Pedersen, P. M., Miloch, K. S., & Laucella, P. C. (2007). *Strategic sport communication*. USA: Human Kinetics.
- Shimul, A. S. (2013). Sponsorship communication strategy for the Asthma Society of Canada: Implications for nonprofit organizations in Bangladesh. *Journal of Business and Economics*, 7(1), 47-63.
- Simmons, M. D. (2004). *Communication strategies at a fortune 500 company: The impact on performance*. Retrieved from http://edweb.sdsu.edu/people/arossett/pie/Interventions/communication_1.html.
- Sports Kenya. (2013). *Can this be the year of rebirth of Kenya's basketball?* Retrieved from <http://sportskenya.blogspot.com/2013/05/can-this-be-year-of-rebirth-of-kenyas.html>.
- SportsNews Arena. (2015). *KBF Discontinues conference format*. Retrieved from <http://sportsnewsarena.com/kbf-discontinues-conference-format>.
- Steyn, B., & Puth, G. (2000). *Corporate communications strategy*. Sandown; Heimann.
- Tongco, M. D. C. (2007). *Purposive sampling as a tool for informant selection*. Retrieved from <http://scholarspace.manoa.hawaii.edu/bitstream/handle/10125/227/I1547-3465-05-147.pdf>.
- Wageni, C. W. (2012). *A Communication audit at Christ is the Answer Ministries* (Unpublished Master's thesis). Daystar University, Nairobi.

Wood, J. (2013). *Communication mosaics: An introduction to the field of communication*. Canada: Wadsworth.

Wysocki, M. (2012). *The role of social media in sports communication: An analysis of NBA teams strategy*. Retrieved from <https://www.american.edu/soc/communication/upload/Capstone-Wysocki.pdf>.

DAYSTAR UNIVERSITY

APPENDICIES

Appendix A: Questionnaire For KBF Officials

Hello,

My name is Loise Mboo, a post graduate student at Daystar University, undertaking a master's degree in Communication; Corporate Communications. I would like to conduct a research titled: An exploration of the communication strategies used by Kenya Basketball Federation (KBF) in the premier league in Kenya as part of the requirements for completion of my course.

Your participation will provide findings that can be used by KBF to review/set up communication strategies that will help promote and improve the image and the reputation of the basketball premier league in Kenya. Your responses will be held in confidence and used only for the purposes of academic study. Kindly read through the guidelines and feel free to respond.

Thank you and God bless you!

Kind Regards,

Loise Mboo

SECTION A: BACKGROUND INFORMATION

NAME: _____ (Optional)

1. Gender

Male [☐]Female [☐]

2. Indicate your age bracket

20-25 [☐]26-30 [☐]31-35 [☐]36-40 [☐]41-45 [☐]46 and above [☐]

3. Indicate your highest level of educational qualification

Primary [☐]Secondary [☐]

Tertiary

College [☐]University [☐]

4. What position do you hold at KBF?

5. How many years have you been in KBF management?

0-2 [☐]3-5 [☐]6-8 [☐]9-8 [☐]more than 12 [☐]

SECTION B; COMMUNICATION OBJECTIVES AND CHANNELS

6. List down the key messages/information KBF usually sends out to the teams in the premier league?

7. Which of the following two channels are frequently used to send information amongst KBF officials

Face to Face Meetings []
Telephone []
Short message Service (SMS) []
Written (Memo's/letters) []
Email []
Social Media (Facebook, Twitter, Blogs []
Other []

8. Which of the following channel do you MAINLY use to send information to the teams in the premier league? (tick only one)

Face to Face Meetings []
Telephone []
Short message Service (SMS) []
Written (Memo's/letters) []
Email []
Social Media (Facebook, Twitter, Blogs []
Other []

9. Which of the following channel do you MAINLY use to receive information from teams in the premier league? (tick only one)

Face to Face Meetings []
Telephone []
Short message Service (SMS) []
Written (Memo's) []
Email []
Social Media (Facebook, Twitter, Blogs []
Other []

SECTION C; COMMUNICATION STRATEGY

10. (a) Do you think KBF effectively communicates to the teams in the premier league?

Yes []

No []

(b) Give reasons for your answers.

11. List three challenges you face when communicating with the teams in the premier league.

[illegible]

12. What in your opinion can KBF do to improve the way it communicates to teams in the premier league?

13. What in your opinion makes up a good communication strategy?

14. On a scale of 1-5, where 5 is the highest score and 1 is the lowest, which of the following do you think would be the most effective most effective in communicating information about the basketball premier league to the general public?

Activity/ Channel	5	4	3	2	1
1) Television screening of live matches					
2) Film or video showing past matches and teams in the premier league					
3) KBF website					
4) Basketball articles in various lifestyle magazines					
5) Newsletters on basketball					
6) Use of social media that includes KBF Blogs, Facebook and twitter					
7) Annual premier league publics open day					

15. How best do you think the basketball premier league can be promoted to generate a positive image and increase fan base support? (Give at least two suggestions)

Appendix B: Questionnaire For Team Managers & Players

Hello,

My name is Loise Mboo, a post graduate student at Daystar University, undertaking a master's degree in Communication; Corporate Communications. I would like to conduct a research titled: an exploration of the communication strategies used by Kenya Basketball Federation (KBF) in the premier league as part of the requirements for completion of my course.

Your participation will provide findings that can be used by KBF to review/set up communication strategies that will promote and improve the image and the reputation of the basketball premier league in Kenya. Your responses will be held in confidence and used only for the purposes of academic study. Kindly read through the guidelines and feel free to respond.

Thank you and God bless you!

Kind Regards,

Loise Mboo

SECTION A: BACKGROUND INFORMATION

NAME _____ (Optional)

1. Gender

Male [☐]Female [☐]

2. Indicate your age bracket

20-25 [☐]26-30 [☐]31-35 [☐]36-40 [☐]41-45 [☐]46 and above [☐]

3. Indicate your highest level of educational qualification

Primary [☐]Secondary [☐]

Tertiary

College [☐]University [☐]

4. What public category do you belong to?

Team Manager [☐]Team Captain [☐]Player [☐]

5. How long have you been involved in professional basketball at the Kenya premier league

0-2 [☐]3-5 [☐]6-8 [☐]9-11 [☐]More than 12 [☐]

SECTION B; COMMUNICATION NEEDS AND CHANNELS

6. List down the key messages/information you receive from KBF regarding the premier league

7. List down what key messages/information regarding the premier league you would like to receive from KBF

8. Which of the following channels do you MAINLY use to receive information from KBF about the premier league? (tick only one)

Face to Face Meetings []
Telephone []
SMS []
Written (Memo's/ letters) []
Email []
Social Media []
Other []

9. Which of the following channels would you prefer to receive information about the premier league from KBF?

Face to Face Meetings []
Telephone []
SMS []
Written (Memo's) []
Email []
Social Media []
Other []

10. Which of the following two channels are frequently used for communication within your team members?

a. Face to Face Meetings []
b. Telephone []
c. SMS []
d. Written (Memo's) []
e. Email []
f. Social Media []
g. Other []

14. On a scale of 1-5, where 5 is the highest score and 1 is the lowest, which of the following activities and channels do you think would be the most effective in communicating information about the basketball premier league to the general public?

Activity/ Channel	5	4	3	2	1
a) Television screening of live matches					
b) Film or video clips of past matches					
c) KBF website and Social media					
d) Basketball articles in various lifestyle magazines					
e) Newsletters on basketball					
f) Annual Premier league publics open day					

15. How best do you think the basketball premier league can be promoted to generate a positive image and increase fan base support? (Give at least two suggestions)

Appendix C: Interview Schedule For KBF Officials

1. What is KBF's key objective for communicating within the premier league?
2. What critical information do you think teams in the premier league and the general public need to know about the basketball premier league?
3. What are the formal or informal policies that guide KBF communication process?
4. What channels do you have in place to receive feedback from the team captains/managers and players in the premier league?
5. How can KBF improve its communication strategy in order to improve its communication with the premier league teams?