

**INFLUENCE OF SPORTS INNOVATION ON ORGANIZATIONAL
PERFORMANCE: A CASE OF FOOTBALL KENYA FEDERATION**

BY

MATHIU CHARITY KANARIO

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER 2017

**INFLUENCE OF SPORTS INNOVATION ON ORGANIZATIONAL
PERFORMANCE: A CASE OF FOOTBALL KENYA FEDERATION**

BY

MATHIU CHARITY KANARIO

**A Research Report Submitted to the Chandaria School of Business in Partial
Fulfillment of the Requirement for the Degree of Master of Business Administration
(MBA)**

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER 2017

STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University - Africa in Nairobi for academic credit.

Signed: _____

Date: _____

Name: Mathiu Charity Kanario

ID No: 632352

This research report has been presented for examination with my approval as the appointed supervisor.

Signed: _____

Date: _____

Name: Zachary Mosoti, Ph.D

Signed: _____

Date: _____

Dean, Chandaria School of Business

COPYRIGHT

Mathiu Charity Kanario © 2017

All rights reserved.

This research report may not be copied, replaced, recorded or transmitted by any electronic or mechanical means without the consent of the copyright owner.

ABSTRACT

This study sought to determine the influence of sports innovation on organizational performance and it focused on Football Kenya Federation (FKF). The specific objectives that guided the study included: to determine the extent of sports innovation in sports federations, to examine the challenges of sports innovation in federations, and to examine mitigating strategies that facilitate the adoption of sports innovation in federations.

This study used the descriptive research design. The target population of the study comprised of all employees that worked at FKF who were 57 in number. The sampling frame of the study was obtained from the federation's Human Resource (HR) department. This study employed a census study, which means a complete count meaning that the sample size for the study was 57 respondents. The study relied on primary data, which was collected using questionnaires. The respondents were given a week to fill the questionnaires. The study used descriptive analysis. The collected data was subjected to analysis using Statistical Package for Social Sciences (SPSS) for windows. Analysis involved percentages, means and standard deviation. Correlation analysis was used to determine the relationships between the study variables.

The study showed that FKF as an organizations aims at adopting new types of service innovation most relevant to it, as opposed to product innovation and it introduces new services to existing customers in order to increase its effectiveness, its quality and its customers' satisfaction. The study also shows that FKF focuses on promoting sports through 'the provision of programs and services to its members and it receives support to promote innovation from its inter-organizational network and the government. The study also shows that the federation can increase its attractiveness by promoting innovative services to get more people involved in the sport and that a continuous support of a recognized leader within FKF is important in the success of innovation.

The study shows that FKF faces various challenges and some are in the form of innovation in the service context being intangible in nature, makes it harder to assess as it involves both consumption and production in the same time period. The study shows that sports fans attentiveness to team statistics and data is required in order to retain current consumers by integrating new ideas and information and that FKF finds a challenge of providing multiple languages on their websites to entice new fans. The study shows that

the federation needs to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport and that innovation processes take time to be integrated into FKF, despite some having immediate changes.

The study shows that FKF has an innovation strategy that involves the organization being committed to developing ideas that involve planning and forecasting and that it does not have to adopt an innovation but, it responds to it by investing in the area of interest. The study also shows that the federation is more open to innovations and tends to be more interested in being proactive about its future trends and its size does not affect its ability to focus on innovation due to resource and time issues. From the study, it has been noted that, FKF can take risks with innovation processes due to their continual government support and funding and that its managers have forward thinking, which influences the rate of innovation occurring within the organizations.

The study also concludes that FKF focuses on promoting sports through ‘the provision of programs and services to its members and it receives support to promote innovation from its inter-organizational network and the government. The federation needs to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport and that innovation processes take time to be integrated into FKF, despite some having immediate changes. From the study, it can be concluded that, FKF takes risks with innovation processes due to their continual government support and funding.

The study recommends FKF to provide tools for innovation. These tools can be administrative innovation points to the procedures, policies and new organizational forms that would be founded on innovation implementation procedures. With the progress of innovation globally and the availability of academic specialists, applying these tools could be effective for FKF.

ACKNOWLEDGEMENT

I would like to acknowledge the guidance and support that I received from my supervisor Dr. Zachary Mosoti, Ph.D. His continuous support, prompt feedback, and patience really motivated me to complete this research report and I would not have asked for another advisor and mentor for this research report.

I would like to appreciate Mr. Timothy Murithi Nabea for his support during my data collection, and for his facilitation of me accessing the desired participants. I would like to mention my friends for motivating me through the whole process. Their encouraging words uplifted my spirit and gave me the motivation to see this research to the end. I am thankful for their continued support that extends beyond my studies.

DEDICATION

I would like to thank God for making this endeavor a possibility. I dedicate this research report to God for giving me good health and support that facilitated by successful completion of the report.

I also dedicate this report to my children Reagan Munene Murithi, and Ryan Muthuri Murithi and I hope that this achievement will help set the bar for you to not only surpass it, but motivate you to become the best that you can be. God bless and watch over you.

TABLE OF CONTENTS

STUDENT’S DECLARATION	ii
COPYRIGHT	iii
ABSTRACT.....	iv
ACKNOWLEDGEMENT.....	vi
DEDICATION.....	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS	xii
CHAPTER ONE	1
1.0 INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 General Objective	5
1.4 Specific Objectives	6
1.5 Significance of the Study	6
1.6 Scope of the Study	7
1.7 Definition of Terms.....	7
1.8 Chapter Summary	8
CHAPTER TWO	9
2.0 LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 The Extent of Sports Innovation in Sports Federations	9
2.3 Sports Innovation Challenges in Sports Federations	13
2.4 Mitigating Strategies that Facilitate Adoption of Sports Innovation in Federations ...	17
2.5 Chapter Summary	22

CHAPTER THREE	23
3.0 RESEARCH METHODOLOGY	23
3.1 Introduction.....	23
3.2 Research Design.....	23
3.3 Population and Sampling Design.....	23
3.4 Data Collection Methods	24
3.5 Research Procedures	25
3.6 Data Analysis Methods	25
3.7 Chapter Summary	26
CHAPTER FOUR.....	27
4.0 RESULTS AND FINDINGS	27
4.1 Introduction.....	27
4.2 General Information.....	27
4.3 Extent of Sports Innovation in Sports Federations	31
4.4 Sports Innovation Challenges in Sports Federations	36
4.5 Mitigating Strategies that Facilitate Adoption of Sports Innovation in Federations ...	40
4.6 Chapter Summary	44
CHAPTER FIVE	45
5.0 DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS.....	45
5.1 Introduction.....	45
5.2 Summary	45
5.3 Discussions	46
5.4 Conclusions.....	52
5.5 Recommendations.....	53
REFERENCES.....	55
APPENDICES	63
APPENDIX I: COVER LETTER	63
APPENDIX II: QUESTIONNAIRE	64

LIST OF TABLES

Table 4.1 Presence of Innovation.....	30
Table 4.2 Rating of the Extent of Sports Innovation in Sports Federations	33
Table 4.3 Correlations for Extent of Sports Innovation in Sports Federations.....	35
Table 4.4 Rating of Sports Innovation Challenges in Sports Federations	37
Table 4.5 Correlations for Sports Innovation Challenges in Sports Federations.....	39
Table 4.6 Rating of Mitigating Strategies that Facilitate Adoption of Sports Innovations	41
Table 4.7 Correlations for Mitigating Strategies and Adoption of Sports Innovations	43

LIST OF FIGURES

Figure 4.1 Response Rate	27
Figure 4.2 Gender	28
Figure 4.3 Education Level.....	28
Figure 4.4 Age Bracket	29
Figure 4.5 Number of Years in FKF.....	30
Figure 4.6 Rate of Sports Innovation Adoption.....	31
Figure 4.7 Influence of Sports Innovation	31

LIST OF ABBREVIATIONS

AIDS:	Acquired Immunodeficiency Syndrome
BSC:	Balanced Score Card
CAF:	Confederation of African Football
CECAFA:	Council for East and Central Africa Football Associations
FIFA:	Fédération Internationale de Football Association
FKF:	Football Kenya Federation
FKL:	Football Kenya Limited
HIV:	Human Immunodeficiency Virus
HR:	Human Resource
IOC:	International Olympic Committee
ITF:	International Tennis Federation
KPL:	Kenya Premier League
NBA:	National Basketball Association
NPSOs:	Non-Profit Sport Organizations
SPSS:	Statistical Package for Social Sciences

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

In today's business environment, organizations keep evolving ways of outwitting one another in the marketplace in order to remain competitive and achieve strategic goals (Ojasalo, 2013). The increasingly competitive business environment has made imperative for organizations to put in place systems and processes that will guarantee appreciable organizational performance in the interest of its stakeholders (Jimenez-Jimenez, Sanz-Valle and Hernandez-Espallardo, 2012). To this end, several solutions have been developed to ensure that desired organizational outcomes are achieved despite the dynamics of competition (Zarghami, Jafari and Akhavan, 2012).

With the advent of the third millennium, and the age of knowledge and innovation, research and knowledge organizations have been formed, whose survival and maintenance of their competitive advantages in the long term depends on innovation, and the design and development of new products (Jimenez-Jimenez, Sanz-Valle and Hernandez-Espallardo, 2012). Ojasalo (2013) notes that, due to the shortening of life cycle in these organizations, innovation and development of new products has a key role in existence and continuous of life for these organizations.

Innovation can be defined as the implementation of new ideas which come from creativity (Zamani, 2013). Innovation is the equivalent of invention by the meaning of management experts (Ojasalo, 2013). Zarghami, Jafari and Akhavan (2012) believe that innovation is the final process of creativity, and in other words, it is the outer appearance of creativity which appears as a novel and new product. According to Jimenez-Jimenez, Sanz-Valle and Hernandez-Espallardo (2012), what makes innovation is the individual creativity of the person which leads him to make innovation in works and production. Thus, innovation in sports can be defined as creating appropriate environmental opportunities along with implementing creative and qualified manpower for getting ideas and comments of people, then using these ideas for designing required policies, and new programs to improve the level of health and sports competition between members of the society (Zarghami, Jafari and Akhavan, 2012). With this process, either new fields will be created in sports within the country, or economic benefits arising from its components will further contribute to this section (Zamani, 2013).

Innovation and the capacity for implementing innovation is the determining factor in achieving superior performance of the organization (Jimenez-Jimenez, Sanz-Valle and Hernandez-Espallardo, 2012). Results of Rosebush *et al.* (2012) indicated that factors such as age of the firm, kind of innovation, and cultural contexts of innovation affects the performance of the organization. Also results of Hassanzadeh *et al.* (2015) showed that there is a positive and meaningful relationship between components of management knowledge and innovation and performance of the organization (Molla and Barkhordari, 2007). Shami (2013) in investigating effect of innovation and organizational learning on the organizational performance in Tavanir company concluded that today's world especially the world of organizations has undergone profound and ongoing changes and all aspects of the organization from the internal environment to the external environment, from human factors to non-human factors all of them changing rapidly. In such conditions, organizations are trying for survival. And to be able to maintain themselves in surrounding socially tumultuous environment continually is go out from the dynamic forms and move toward learning development and creating learner organization (Zarehi *et al.*, 2010). Learning organization causes to foster new and extensive patterns and individuals continually learning how they can learn with each other (Shami, 2013).

Organizations with such characteristics due to encouraging innovation, acquiring knowledge and development of capabilities, receiving signals from the environment, interpret them and apply them in the opportunities. This can have a significant role on their performance (Zarghami *et al.*, 2012). Companies which work with greater capacities for innovation are development their capabilities that causes to acquiring sustainable competitive advantage and greater capacities of innovation which resulting in superior performance (Molla and Barkhordari, 2007). Organizational performance is one of the most important discussions in management researches. And with no doubt is the most important measure of the success of businesses (Zarehi *et al.*, 2010).

Measuring organizational performance is difficult (Hubbard, 2009). Numerous literatures exist on organizational performance. The earliest research on this topic developed what was known as the shareholders theory. They viewed firms as belonging to shareholders and as such, they concluded that organizational performance can be measured only in terms of shareholders' returns. This theory agrees with the belief of Prof Milton Friedman who stated that 'the business of firms is to make profit' (Brown and Fraser, 2012).

Owen (2012), in agreeing with the shareholders' theory believes that organizational performance encompasses three specific areas of firm outcome: (a) Financial Performance (profits, return on assets, return on investment), (b) Product Market Performance (sales, market share) and (c) Shareholders Returns (total shareholders return, economic value added). Given the nature of sports organizations, performance in this study will be measured based on the stakeholders' perspective of the Balanced Score Card (BSC). This incorporates financial, customer/market, short-term efficiency and long-term learning and development factors into the measurement of organizational performance (Hubbard, 2009).

According to Nyamjom (2015), the Football Kenya Federation abbreviated as Football Kenya or (FKF) is the governing body of football in Kenya. It was founded in 2011 and was recognized by the Fédération Internationale de Football Association (FIFA) who is the international governing body of association football, as well as Confederation of African Football (CAF) who is the administrative and controlling body for African association football, and the Council for East and Central Africa Football Associations (CECAFA) who is the association of the football playing nations in East and Central Africa, in 2012, replacing Football Kenya Limited (FKL). Adelakun and Cullum (2014) also states that, in November 2011, FKL was disbanded because it wanted to cease being a limited company and was replaced by FKF, but most of the new executive positions were retained by their former occupants on FKL.

A lot of money is being pumped into African football as well as the Kenyan football by companies whose core businesses are agriculture, oil and gas, beverages and otherwise, but also by international sports companies such as Adidas and Puma and by television networks on the continent (Munro, 2010). There is also money coming in from other types of sponsorships and FIFA development projects. Much of the funds are earmarked for grassroots development but one only has to see the poor football facilities in Africa and within the country to notice that the money may be spent elsewhere (Nyamjom, 2015).

Africans play football in the streets, most are played at the back of the house, in the street, and at school playgrounds. All over the nation, football infrastructures at the grassroots level are almost completely missing. Even the top clubs practice on lousy fields that are

not their own. Even these clubs are struggling to get balls and jerseys (Adelakun and Cullum, 2014). Kenya needs football infrastructures at the grassroots level. Large stadiums are useful a few times a year, but well-maintained training facilities throughout the country are more beneficial to the development of the game (Nyamjom, 2015). One thing to remember is that poor infrastructures increase levels of intimidation and violence. League centers in villages and small towns commonly lack inner perimeters which makes it easy for spectators to enter the field of play, and violence against the referees, unfortunately, happens on a structural basis (Adelakun and Cullum, 2014).

The goals of football projects can be very different from those of the players themselves. Projects are usually aimed at making life better for players within the country (Poli, 2015). In football, however, everybody wants to make his or her life better somewhere else. The so-called ‘muscle drain’ is enormous: thousands of African players leave the continent to find employment in Asia, the Middle East, the United States and Europe. Some researchers call the trade a form of ‘exploitation’ and ‘neocolonialism’ by the West (Darby, 2015). On the other hand, a family or village can definitely profit from a player’s career. The results are that many young players find themselves at the mercy of unscrupulous agents (Poli, 2015). Research by Poli (2014) argues that most African players end up in the lower leagues in Europe and elsewhere. Some of them were cheated and now live their lives in the streets of Europe’s major cities. The situation is that there are projects in Africa that inform young players about the dangers of Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS) whereas the same players do not know anything about signing contracts. Football may be an important tool for development but there are many issues in the game itself that need attention (Poli, 2014). It is against this backdrop that this study is set to examine the influence of sports innovation on organizational performance: a case of football Kenya federation.

1.2 Statement of the Problem

The results of studies that investigate the relationship between innovation and organizational performance are inconclusive, with some studies (Carvalho *et al.*, 2016; Cortez *et al.*, 2015; Mafini, 2015) showing a positive relationship, while others showed mixed results or no relationship with no definite conclusion (Hervas-Oliver, Sempere-Ripoll and Boronat-Moll, 2014; Simachev, Kuzyk and Feygina, 2015). This inconsistency

has been attributed to a number of factors, including, among others, the measures used to evaluate organizational performance.

In an attempt to understand these inconsistencies, Rubera and Kirca (2012) conducted a meta-analysis in a quest to better understand a firm-innovativeness-performance relationship, drawing on the chain-of-effects model as a unifying framework. The study revealed that the size of the firm, the sector in which the firm operates and the nature of innovation (radical innovation, for example) adopted can influence the relationship between innovation and organizational performance. However, although Rubera and Kirca's (2012) study is significant in many ways, the study did not investigate whether the type of instruments used to measure organizational performance can also influence the relationship between these constructs. This reveals a gap in the literature and shows the need for a critical review of the influence of the type of instruments used to measure organizational performance.

Another important aspect to consider when evaluating innovation efforts and organizational performance is the time factor, given that there is a time lag between innovation initiatives and the outcome that follows (Likar *et al.*, 2014). In fact, O'Connor *et al.* (2008) state that the time lag between innovation and its impact on organizational performance ranges from 3 to 6 years. It is important to note this, as a focus on short term indicators may be inappropriate and may indicate that innovation strategies are not working, while the effect may only be visible in the longer term (Ndregjoni and Elmazi, 2012).

Although the study of innovation and organizational performance has been at the core of management research, very little has been done with regard to the influence of appropriate measures to assess the effectiveness of innovation initiatives. Thus this study examined the influence of sports innovation on organizational performance with a biased focus on Football Kenya Federation (FKF).

1.3 General Objective

The study sought to determine the influence of sports innovation on organizational performance with a focus on Football Kenya Federation.

1.4 Specific Objectives

The specific objectives that guided the study included:

1.4.1 To determine the extent of sports innovation at FKF.

1.4.2 To examine the challenges of sports innovation at FKF.

1.4.3 To examine mitigating strategies that facilitate the adoption of sports innovation at FKF.

1.5 Significance of the Study

This study is of critical importance to various stakeholders within the country and those that have sports organizations outside of Kenya. The study will be of importance to:

1.5.1 Kenya Premier League and FKF Managers

A research on the influence of sports innovation on organizational performance is of uttermost important to the managers and board of Kenya Premier League (KPL) and FKF since the study has shown the implication of sports innovation on organizational performance and the recommendations that have been offered may be of use to them in facilitating a positive change in these organizations.

1.5.2 Sports Organizational Policy Makers

The results of this study may be useful to policy makers and board of directors of various sporting organizations both locally and internationally. The policy makers can use the results and benchmark what has worked for FKF and alternate what has not by fashioning it to fit their needs and ensure that performance is achieved. These policy makers have the opportunity to observe how sports innovation influences performance, and thus, this study gives them a foundation that they can adapt in their performance driven strategies. The results can also be used as a foundation for expansion to other sporting organizations in the country.

1.5.3 Future Scholars

The results of this research have added to the scarcely available information in Kenya on the influence of sports innovation on organizational performance. This study forms a strong foundation for future researchers who would like to pursue a similar study area of organizational development and performance improvement. The study has highlighted gaps that have not been filled, thus offering future scholars with plausible areas of research.

1.6 Scope of the Study

This study covered the influence of sports innovation on organizational performance with a key focus on employees of FKF. The study results are therefore limited to FKF only. The study respondents were very hesitant to fill the questionnaires and did not communicate with the researcher. To ensure a high response rate, the researcher spoke to the federation manager who facilitated the filling of the research questionnaires, and the respondents were assured of anonymity, and were assured that the research was for academic purpose only. The research was carried out between the months of January 2017 to April 2017.

1.7 Definition of Terms

1.7.1 Innovation

Innovation can be defined as the implementation of new ideas which come from creativity (Zamani, 2013). Innovation is the equivalent of invention by the meaning of management experts (Ojasalo, 2013).

1.7.2 Invention

An invention is a unique or novel device, method, composition or process (Jimenez-Jimenez, Sanz-Valle and Hernandez-Espallardo, 2012). The invention process is a process within an overall engineering and product development process (Hassanzadeh *et al.*, 2015). In this study, invention is an improvement upon a machine or product or a new process for creating an object or a result.

1.7.3 Service Innovation

Service innovation is the introduction of new services to existing or new groups of customers in order to increase the effectiveness of the organization, its quality and/or the customers' satisfaction (Damanpour and Aravind, 2012; Lee, Ginn, and Naylor, 2009; Walker, 2008).

1.7.4 Organizational Performance

According to Hubbard (2009), organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Brown and Fraser (2012) state that, organizational performance is a broad construct which captures what organizations do, produce, and accomplish for the various

constituencies with which they interact, including, strategic planners, operations, finance, legal, and organizational development.

1.8 Chapter Summary

This chapter has given readers the background of the study problem as well as given a brief history of FKF. The chapter has also covered the research problem which examines the influence of sports innovation on organizational performance. The chapter has highlighted the objectives of the study and has come up with specific objectives that will guide the study. The chapter ends with giving the readers the study's significance, scope, and the definition of key terms. Chapter two discusses the literature review of the study. Chapter three discusses the research methodology used in the study. Chapter four presents the study results and findings. Chapter five offers the study discussions, conclusions and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The study sought to determine the influence of sports innovation on organizational performance and it was focused on Football Kenya Federation. This section was guided by the specific objectives that included: to determine the extent of sports innovation at FKF, to examine the challenges of sports innovation at FKF, and to examine mitigating strategies that facilitate the adoption of sports innovation at FKF.

2.2 The Extent of Sports Innovation in Sports Federations

Organizations within the non-profit sport sector, such as sport clubs and sport federations, face challenges as they compete for membership and resources such as sponsorship, grants, facilities and volunteers (Vos and Scheerder, 2014). Given the competitive pressure that surrounds Non-Profit Sport Organizations (NPSOs), and the necessity to differentiate themselves from commercial sport providers (Vos, Breesch and Scheerder, 2012), such organizations would need to mobilize resources, personal knowledge and skills to implement new ideas, i.e. to innovate. The sport industry has been viewed as a competitive market where being innovative and proactive, favoring risk and creating value are crucial (Ratten, 2011). Yet little is known about innovation in NPSOs, whether or not they innovate, their attitude towards newness and the type of innovations they eventually adopt.

2.2.1 Service Innovations

Innovation is the successful exploitation of new ideas (Francis and Bessant, 2015). It was originally conceptualized as a dichotomy of technical versus administrative innovations (Crossan and Apaydin, 2010). Technical innovations are directly linked to the core activity of the organization, such as its main products or services. Administrative innovations involve the organization's social structure, administrative processes and managerial aspects needed to achieve the organization's core activity (Vos and Scheerder, 2014).

Recently, different integrative models have been suggested that identify specific types of innovation. Oke, Burke, and Myers (2014) distinguished product innovation from service innovation, where the latter results in improvement in the delivery and attractiveness of a

product. Yet this definition is very much linked to products whereas some organizations are not dedicated to manufacture or to sell products, but to offer services only. Indeed, since the core activity of NPSOs is oriented to the delivery of services (organizing sport competitions, running sport programmes and offering training opportunities), these organizations aim at adopting the types of service innovation most relevant to them, as opposed to product innovation (Winand *et al.*, 2013).

A definition of service innovation distinct from product delivery has been suggested by researchers (Damanpour and Aravind, 2012; Lee, Ginn, and Naylor, 2009; Walker, 2008), as the introduction of new services to existing or new groups of customers in order to increase the effectiveness of the organization, its quality and/or the customers' satisfaction. Service innovations are new acts or processes (Hipp and Grupp, 2015), and cannot be physically manipulated or owned. Services are purchased for a defined period of time, price (fee), within a limited area, using specific equipment (Lovelock and Gummesson, 2014). As underlined by Lee, Ginn, and Naylor (2009), in service innovation, instead of the service itself that is produced, the new conditions for the service to take place could be considered as innovative.

2.2.1 New Programmes

NPSOs such as sport federations or sport clubs organize sport activities and competitions for their members from different age groups and abilities (Zintz and Winand, 2013). NPSOs focus on promoting their sport through 'the provision of programs and services to their members, Ratten (2012) acknowledges that NPSOs need to exploit new ideas in order to foster higher levels of participation and international excellence. Newell and Swan (2015) argued that the ability to innovate is just as important for NPSOs as it is for other organizations, as NPSOs compete for resources to promote their sport. As suggested by Ratten (2012), both for-profit and non-profit sport organizations can show sport entrepreneurship and innovative behavior. In their conceptual paper, Newell and Swan (2015) used institutional isomorphism to explain that although NPSOs receive support to promote innovation from their inter-organizational network, they may also be restricted to developing types of innovation that do not conform with the norms established by their networks (for example Sport Council).

Thibault, Slack and Hinings' (2013) paper on strategy formulation in NPSOs identifies that NPSOs which innovate (called innovators) aim at developing new programmes and initiatives that focus on increasing the number of members and coaches and retaining them. Again, the authors do not provide specific examples to support their arguments but argued these organizations show strong competitive position (i.e. low investment needed to participate) and low programme attractiveness (i.e. ability to provide services and programmes to members). Therefore, according to Lee, Ginn, and Naylor (2009), NPSOs could increase their attractiveness by promoting innovative services to get more people involved in their sport. The importance of service innovation in NPSO is highlighted, but evidence of NPSO's innovativeness and types of service innovation is missing.

2.2.3 Administrative Systems

Researchers (Caza, 2010; Hoeber and Hoeber, 2012) investigated case studies of innovation in the NPSO contexts. Caza (2010) analyzed a Canadian provincial sport organization (Amateur Boxing Association) that had developed two innovations as a response to pressure for change: a new athlete ranking system and a new computer scoring system. Only the first innovation was successfully implemented while the other one failed. Caza (2010) analyzed the context receptivity of these two innovations, and findings from his study show that a large part of the success of innovation was due to careful management, alongside a clear and coherent implementation. The continuous support of a recognized leader within the organization seemed important in the success of the athlete ranking system, and Caza (2010) argued that a positive attitude towards that innovation was shared between organization members, although this was not assessed.

Hoeber *et al.* (2009) undertook an exploratory qualitative study based on interviews to highlight innovations that have been implemented by Canadian communities sport organizations in four different sports (soccer, swimming, curling and ultimate Frisbee). A range of innovations emerged, such as new programmes, new online services, and new partnerships with external stakeholders, but the list was incomplete and the research lacked details on these specific innovations. Hoeber and Hoeber (2012) analyzed the innovation process and determinants that supported the use by a Canadian community soccer organization of a new device tracking game-time information, called 'Electronic Game Sheet'. The development of this technological innovation was achieved through a close partnership with a local software and Web services company and aimed at

improving efficiency and service quality. Hoeber and Hoeber (2012) showed that successful implementation of that innovation required managerial support and a committed staff, a simple structure and a small staff size, resulting in good communication and flexibility. These studies show that NPSOs can be innovative, but the intended outcomes of these innovation are not fully disclosed. The attitudes of staff, players and particularly users seem to have played a key role in the successful implementation of the innovations.

2.2.4 Knowledge Management

Organizations devote time for their staff to create (or appropriate) new knowledge internally or externally by exploring new opportunities or developing existing products or services (Cohen and Levinthal, 2010). Whether the source of innovation is from inside or from outside the organization, the willingness to explore or to exploit ideas that are new to the organization is crucial for its success. Employees' commitment and attitude towards innovation are seen by scholars (Damanpour and Schneider, 2009) as the main starting points for knowledge creation and therefore the application of new knowledge. Attitude is defined by Eagly and Chaiken (2013) as a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor. Attitude favoring new knowledge application would consequently facilitate innovation implementation (Rogers, 2010). At an early stage, the attitude of staff towards newness is crucial to knowledge creation/ appropriation (Damanpour and Aravind, 2012), and could guide preferences in types of innovation.

Bierly, Damanpour and Santoro (2009) showed that organizations tend to rely on knowledge their staff possess and that has been proven to be successful. Staff experience and preferences with a specific knowledge favor the implementation of same types of innovation due to lower resistance to change and higher commitment (Walsh and Ungson, 2011). The capability of organizations to innovate is related to their absorptive capacity, that is, their ability to recognize the value of new ideas, to assimilate them and exploit them, and largely depends on their level of prior knowledge (Cohen and Levinthal, 2010). In the non-profit context, Hull and Lio (2012) argued that non-profit organizations would be more inclined to adopt process innovations which, according to the authors, represent less risk, lower cost and could result in immediate organizational benefit as opposed to product innovations. Furthermore, Hull and Lio (2012) suggested staff of non-profit

organizations may not see the benefit or necessity for their organization to innovate. These authors argue that non-profit staff take fewer risks in their strategic decisions due to the fragile structure of their organization, its strong culture and non-profit goals, as well as the rather complex distribution of responsibilities.

There is no evidence that this is the case for NPSOs, but this argument suggests that if non-profit organizations choose to innovate, they would implement types of innovation within their knowledge comfort zone. As a consequence, it would be possible to highlight patterns of innovation according to organization-related characteristics (Roberts and Amit, 2013). These patterns can reveal certain types of innovation in which an organization excels, or believes it can excel, because it possesses knowledge of these types. Consequently, that organization can more easily assimilate new but similar knowledge to create new opportunities and obtain an advantage from it (Damanpour and Aravind, 2012).

2.3 Sports Innovation Challenges in Sports Federations

Despite the widespread use of innovation in sport, there is a relative lack of research that focuses on this topic. This necessitates a research agenda on this emerging field of innovation management. Hoerber and Hoerber (2012) suggest that innovation develops differently in a sport context and future research is needed to better understand the process of innovation and the role of team behaviors that affect sport business development. Therefore, it is important that sports managers understand the determinants of innovation and its impact on the market. In addition, sport innovation is an interesting field of research as it combines the fitness and leisure industry with traditionally business-orientated innovation. This is evident in Funk and James' (2012) research into innovation by football teams in the English Premier League, which found that professional sport has unique characteristics that support the adoption of new practices. This has meant that, despite the interest in sport innovation, there is still a lack of understanding about the actual management process.

In addition, service ecosystems are an important part of the innovation process as they involve the architecture needed for facilitating change (Fishenden and Thompson, 2013). There are four main dimensions of service innovation: concept, interface, delivery systems and technology (Hertog, 2010). In sport, Caza (2010) notes that, the concept can

include new ways of watching a game or interacting with a team. The delivery of the sport event can be via mobile phone applications or traditional sports venues such as stadiums. This makes incorporating technological innovations such as real-time scores important to sports spectators and consumers (Barney, 2011).

Total service innovation involves new services to new users (Walker, 2008). Many forms of total service innovation incorporate new technologies in a way that has not been seen before in a sports context. An example of total service innovation is fantasy football or electronic gaming competitions that offer a new form of sport to people who have not participated in it before. This makes the innovative capability of a sport a key determinant for its competitiveness and sustainability in the long term (Newell and Swan, 2015). The innovative capability influences how new sport practices will be adopted and whether they are successful in the service context (Walker, 2008).

Innovation in the service context has an intangible nature, making it harder to assess as it involves both consumption and production in the same time period (Hipp and Grupp, 2015). This means that new processes and behaviors introduced in a service setting can have beneficial outcomes in the form of quality improvements (Damanpour and Aravind, 2012). There are three main types of service innovation: evolutionary, expansionary and total (Walker, 2008). According to Franke and Shah (2013), evolutionary forms of service innovation involve introducing new services to existing users. In sport, evolutionary service innovation can include sports teams offering real-time game and ticket information to existing fans via mobile technology devices (Hauser, Tellis, and Griffin, 2012). The aim of evolutionary service innovation is to capitalize on advances in technology to provide additional knowledge to consumers (Damanpour and Aravind, 2012). According to Caza (2010), this is important given sports fans attentiveness to statistics and data about their team and players, which means retaining current consumers by integrating new ideas and information. Hipp and Grupp (2015) states that, as sport organizations are competing with other types of sport it is becoming more strategic to incorporate evolutionary innovation.

Expansionary service innovation involves providing existing services to new users (Walker, 2008). Due to the globalization of sport, some professional sport leagues have utilized this approach by providing multiple languages on their websites to entice new

fans. This is important in emerging economies as professional sports leagues such as the National Basketball Association (NBA) have capitalized on the market for new users by incorporating a cultural approach to their sport services. This includes offering game tickets via different service devices to encourage new people to watch the sport. Some of these new consumers might have been aware of the sport in a different context but when it is televised in their language it opens a new market (Hauser, Tellis, and Griffin, 2012). Another example is televising sports in certain daytime hours to enable specific countries to watch the sport live. This has been popular with Formula One racing and Asian consumers, who can watch events in the daytime rather than the delayed telecasts from Europe of the past (Caza, 2010).

2.3.1 Disruptive Innovation

Sport organizations are changing to meet the expectations of other businesses and consumers who see innovation as a core part of sport that needs to be disruptive in order to induce radical change. The disruptive innovation process can take time to be integrated into an industry despite some having immediate change (Christensen and Raynor, 2013). This has meant that there are trade-offs between implementing a disruptive innovation and keeping the status quo (Markides, 2012). This is seen in the sports context with some athletes preferring to wear cotton rather than the sweat-resistant fabrics that are now offered by clothing manufacturers. Another example is the use of mobile communications by sports coaches to relay messages to players, as some prefer the personal touch of face-to-face messages. This leads to a conundrum in sport as innovation emerges but there is still a need to keep a level playing field in terms of comparing previous athletic performances. This is seen in baseball, in which no aluminum bats are used so the performance of current players can be compared with that of past players. This is also evident in the use of natural therapies in sport as new medical discoveries become available that were previously unknown. This has meant that there has been a delay in the evaluation of sports performance testing with regards to the use of disruptive innovations (Franke and Shah, 2013).

Disruptive innovation has been evident in the action sports industry, which has utilized innovation in the form of creative expression and individuality to become popular (Thorpe and Wheaton, 2011). This disruptive innovation has led to action sports such as skateboarding, snowboarding and surfing being developed into mainstream sports

(Harding, Lock and Toohey, 2016). In addition, the commercialization of new sports has been the result of innovative partnerships between fans and new technology. These new sports have resulted in subcultures existing that incorporate fun and innovation (Rinehart, 2010).

Some disruptive innovations in sport, such as the use of aluminum bats in baseball, have been banned due to significantly affecting performance results (Wilmot, 2015). This compares with disruptive innovations in other sports such as tennis, which allows aluminum and other materials to be used in tennis rackets. This is supported by Hillairet, Richard, and Bouchet (2009), who found that the type of sport, such as a decathlon, affects the innovation process. Therefore, more research is required on the nature of disruptive innovation in different sports to see the different ways it is applied and the context of the innovation.

2.3.2 Technological Innovation

Technological innovations in sport can be sometimes hard to assess as there may be limited research about their affect and development process (Damanpour and Aravind, 2012). Some sports have integrated administrative innovations by enabling fans to use technology in a self-service manner. Chrisman *et al.* (2015) defines technological innovation as the process by which entrepreneurs exploit opportunities to commercialize new products, services, processes or business models. Innovation is needed in the changing business environment due to competition and increased technology changes (Nieves and Segarra-Ciprés, 2015). Increasing a firm's survival depends on its ability to manage innovation that may be inherently risky (Rhee, Park and Lee, 2010). This can be complemented by focusing on emerging technologies that are specifically orientated to the sport sector. Studies could investigate how technological innovations are adopted in the sport context in terms of leadership and social engagement. The process of developing a sport-related technological innovation requires more research aimed at understanding whether the innovation management process differs in sport compared with the traditional manufacturing and other industry contexts from which innovation is usually studied (Chrisman *et al.*, 2015).

Disruptive innovations create a change in the market, which has implications for existing businesses and managers (Markides, 2012). Despite the common use of the term 'innovation' some forms, including disruptive innovation, still lack consensus in their application (Danneels, 2014). Originally, Chrisman *et al.* (2015) focused on technologies as part of their definition of disruptive innovation as this was the key change happening at the time the paper was written. As more different types of innovation, such as services and processes, took a disruptive form there was a shift in the literature to a wider understanding of what disruptive innovation meant (Markides, 2012). This is seen in Christensen and Raynor (2013), who include more examples of disruptive innovation such as products and services in their revised definition.

In sport, disruptive innovation often occurs via consumers and supporters, which is seen in football team supporters having similar behavioral patterns to non-sport contexts (Tapp, 2014). However, not all sport consumers are the same as they have different attitudes and behaviors (Stewart, Smith and Nicholson, 2013). Research by Parker and Stuart (2007) suggests football consumers are completely different from consumers of other types of services due to their loyalty and emotional attachment. This is seen in Hunt, Bristol, and Bashaw (2009), who stated that sport consumers can range from casual supporters to long-term committed fans. In addition, Bee and Madigral (2014) suggest that there are fewer engaged types of fans who are not as much concerned with a specific team winning but are more focused on the context. This has meant that, generally, it has been found that there is a high level of consumer loyalty towards sports teams (Funk and James, 2012). This is due to the allegiance consumers have from a young age towards a certain sport team (Baker *et al.*, 2016). In addition, there is an increasing integration of sport social media marketing and technology innovation, such as touch screens at sports events, which merits further inquiry (Franke and Shah, 2013).

2.4 Mitigating Strategies that Facilitate Adoption of Sports Innovation in Federations

Innovation has mostly been studied in the for-profit sector of the sport industry, with little research conducted in non-profit contexts (Hoerber and Hoerber, 2012). This has meant that there is a lack of understanding about how innovation differs in the sport industry and why it should be studied as a distinct form of innovation management. In addition, the fragmented body of literature about innovation management means there are numerous

suggestions about how to study this discipline and its value in an interconnected world (Hauser, Tellis and Griffin, 2012). This is reflected in the literature on innovation incorporating a diversity of epistemological positions due to the way it can be measured and researched (Wolfe, 2014). The multidimensional nature of innovation means there is ambiguity in how it is defined and applied in different industries depending on the management strategy (Adams, Bessant and Phelps, 2012).

Innovation strategy involves an organization being committed to developing ideas that involve planning and forecasting (Adams *et al.*, 2012). Organizations do not have to adopt an innovation but can respond to it by investing in the area of interest (Markides, 2012). Organizational determinants of innovation focus on the culture of risk taking and being willing to change behavior existing in an organization (Igira, 2008). Organizations that are more open to innovation tend to be more interested in being proactive about future trends (Hoerber and Hoerber, 2012). This has meant that there is debate in the literature about whether the size of an organization affects its ability to focus on innovation due to resource and time issues (Markides, 2012). Hence, there is the suggestion that large organizations may have the finances to develop innovation but small organizations have the flexibility needed to foster innovation. This is evident in public sector organizations that can take risks due to their continual government support and funding (Damanpour and Schneider, 2006). This implies that public sector organizations might focus more on innovations that have a societal value rather than the purely commercial motivations preferred by other managers (Adams *et al.*, 2012).

2.4.1 Managerial Determinants

Managerial determinants of innovation involve focusing on the personality and behavior of managers in terms of how they influence innovation (Damanpour and Schneider, 2009). Some managers might be more forward thinking, which influences the rate of innovation occurring within their organizations (Hoerber and Hoerber, 2012). This is due to leadership characteristics that are related to the idea of challenging current practices being an important component of the innovation process (Jaskyte, 2014). In addition, Damanpour and Schneider (2006) suggest that a manager's longevity in an organization helps determine innovation performance because the manager can build capacity for innovation by motivating people in the organization. The ability of managers especially in the sport industry to influence change is an important leadership commitment that can be

strengthened with support from the board members of an organization (Cuskelly, Hoye and Auld, 2012).

Innovation has three main types of analysis that help determine its success and performance: environmental, organizational and managerial (Damanpour and Schneider, 2006). Environmental determinants of innovation include cultural, economic, political and social issues that affect change (Hoeber and Hoeber, 2012). These environmental factors are reflected in those cultural changes in society that will lead to the creation of opportunities for innovation (Damanpour and Schneider, 2006). This can involve challenges based on changing economic conditions that affect the price and supply of materials (Hoeber and Hoeber, 2012).

Some organizations manage the innovation process with the help of political processes that deal with specific legislation and incentives (Walker, 2008). This may mean some cities are considered more innovative because of their willingness to finance new sports stadiums and facilities. In addition, social conditions are an important aspect as they can affect policy developments that focus on the demographics and trends of a population. The managerial determinants of innovation are likely to be more important to the sport context due to sport's special attributes and attachment to the community (Hoeber and Hoeber, 2012).

2.4.2 Management Innovation

Management innovation focuses on an organization's internal environment, including processes and techniques that lead to better efficiency (Vaccaro *et al.*, 2012). Managers of organizations play a critical role in making sure an innovation is adopted and developed as a way of ensuring competencies are more aligned to emerging practices (Birkinshaw, Hamel and Mol, 2008). This means that new techniques that enable an improvement in productivity are termed management innovations (Nieves and Segarra-Ciprés, 2015). New practices and structures are key to an organization building its performance and can involve turning ideas into reality, which is often done by sports communities. Some sports integrate innovations that have been adopted by amateur enthusiasts as a way to provide actionable tools (Caza, 2010). This helps, in a sport context, with increasing the performance of athletes by incorporating innovations that can lead to better results.

Management innovation is an important part of an organization's success as it enables improvement that can lead to sustained competitiveness, and it is critical to ensuring that new ideas make it into the marketplace (Nieves and Segarra-Ciprés, 2015). There are four main perspectives on management innovation, perspectives which are important components that ensure innovation is relevant to business activities: institutional, fashion, cultural and rational perspectives (Birkinshaw *et al.*, 2008). The institutional perspective involves focusing on the socioeconomic environment that facilitates the innovation process (Nieves and Segarra-Ciprés, 2015).

In sport, institutions are important in monitoring the rules and regulations of the game, which relates to whether new sports products and processes can be introduced. International Sport Federation bodies, including the International Olympic Committee (IOC), International Tennis Federation (ITF) and FIFA, determine the adoption of new sport innovations. Fashion relates to the timeliness of ideas in terms of their generation and adoption in the marketplace (Nieves and Segarra-Ciprés, 2015).

In sport, fashion is an important part of innovation as new materials and dress styles change. The cultural perspective focuses on the way an organization or society reacts to new ideas (Volberda, Van Den Bosch, and Heij, 2013). In sport, the culture of clubs and teams may mean that innovations are introduced at a faster rate depending on availability and the financial resources of the innovation. The rational perspective involves the practicality and feasibility of introducing the innovation (Mol and Birkinshaw, 2009). For sport, the rational reason is important in terms of competitiveness and ensuring the long-term survival of clubs and specific types of sport.

2.4.3 Innovation Knowledge Management

A key part of the innovation process is knowledge management, with the ideas that come from innovation being generated into information depositories through knowledge management mechanisms (Adams *et al.*, 2012). The knowledge can include both tacit and explicit forms depending on the context of the information transferred and can include information that is gathered as part of an organization's repository and networking. For sport organizations, the ability to access knowledge is an important part of their competitiveness as they often select ideas based on an opportunity analysis of potential benefits. This process has been referred to as 'absorptive capacity', as it encapsulates the

ability of an organization to recognize and apply new knowledge (Cohen and Levinthal, 2010).

The absorptive capacity is influenced by an organization's ability to use appropriate innovation techniques incorporating both explicit and tacit forms of knowledge (Tsai, 2011). Explicit knowledge is usually measured via the number of patents generated in a time period

(Pitt and Clarke, 2009) or can include the number of informal hours of research and development an organization engages in (Adams *et al.*, 2012). For sports organizations, explicit knowledge can be seen in new products and technologies being utilized that incorporate innovation. Tacit knowledge is harder than explicit knowledge to measure as it has more of an intrinsic value for organizations (Barney, 2011). Due to it being rare, some forms of tacit knowledge are acquired opportunistically via the competitors of an organization (Adams *et al.*, 2012). More sport organizations are interested in tacit knowledge due to its ability to shape future strategies and business behavior. This has meant that organizations can capture tacit knowledge by integrating storytelling and other word-of-mouth activities that discuss such knowledge's role and importance (Tsai, 2011).

To stay successful, sports organizations need to continually innovate by attracting and maintaining their customer base (Rundh and Gottfridsson, 2015). This is due to sport having a large international audience, which reflects the growth of existing sports and the introduction of new innovative sports into the marketplace. The increased business focus of sport has led to more interest in sport studies, especially those that take an innovation management approach (Baker *et al.*, 2016). Most types of sport involve some form of innovation due to the degree of risk, uncertainty and competitiveness existing in the industry (Berg, Migliaccio, and Anzini-Varesio, 2014). This influences the winning attitude in sport, which encourages the trying new ideas and being creative and leads to consumers of sport often generating new ideas because of their high level of involvement (Franke and Shah, 2013).

2.5 Chapter Summary

This chapter has discussed in detail the extent of sports innovation at FKF, the challenges of sports innovation at FKF, and mitigating strategies that facilitate the adoption of sports innovation at FKF. The section made use of journals and books to examine existing literature on the study objectives. The next chapter discusses the research methodology.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter starts by addressing the research design of the study. It discusses the population, sample size and design. The research procedures are also discussed. Under the research procedures, the chapter reviews the method of pre-testing adopted. The chapter further discusses the data collection procedures and data analysis methods used. A summary of the chapter is provided at the end.

3.2 Research Design

This study used a descriptive survey that attempts to identify and explain variables that exist in a given situation and to describe the relationship that exists between these variables in order to provide a picture of a particular phenomenon (Cooper and Schindler, 2013). Descriptive research is considered appropriate because subjects are normally observed in their natural set up and can result in accurate and reliable information (Britt, 2012). The descriptive survey research is aimed at describing phenomena or narrating how various behaviors and events occur (Denscombe, 2012). Therefore it was useful in establishing the effects of sports innovation in Football Kenya Federation.

3.3 Population and Sampling Design

3.3.1 Population

Cooper and Schindler (2013) describe a population as the total collection of elements whereby references have to be made. In this study the population comprised of all employees that work at Football Kenya Federation located in Nairobi and were 57 in total.

Table 3.1 Population Distribution

Department	Number
Finance	11
Communication	14
Logistics	23
Competition	9
Total	57

Source: FKF (2017)

3.3.2 Sampling Design and Sample Size

3.3.2.1 Sampling Frame

According to Denscombe (2012), sampling frame is an objective list of the population from which the researcher can make a selection. The sampling frame of this study was obtained from the FKF human resource (HR) department, and it contained the official list of all the members of staff of the Nairobi Federation.

3.3.2.2 Sampling Techniques

Sampling is defined as the process of selecting a number of individuals for a study in such a way that they represent the larger group from which they are selected (Cooper and Schindler, 2013). This study employed a census study. Thiartart *et al.* (2014) define a census study as a procedure of systematically acquiring and recording information about the members of a given population Pervez and Kjell (2012) define a census as the study of every unit, everyone or everything in a population, it is also known as a complete enumeration which means a complete count.

According to Robson (2011), a census study provides a true measure of the population by eliminating the sampling error. He further states that a census provides a study with a benchmark data that may be obtained for future studies and a detailed information about all the small sub-groups within the population that is more likely to be available. For these reasons, the researcher deemed the design as appropriate for the study.

3.3.2.3 Sampling Size

Tustin *et al.* (2005) describe the sample size as a smaller set of the larger population, and Saunders, Lewis and Thornhill (2012) observe that, the sample must be carefully selected to be representative of the population and the need for the researcher to ensure that the sub-divisions entailed in the analysis are accurately catered for. Given the nature of the sampling technique adopted for the study, the sample size under consideration was all 57 employees that worked at FKF Nairobi which was a census.

3.4 Data Collection Methods

The study used primary data. The primary data collection method was carried out by the use of questionnaires. Britt (2012) explains that questionnaires are an important instrument for research, and the best tool for data collection. The use of questionnaires

was justified because it afforded an effective way of collecting information from a large literate sample in a short span of time and at a reduced cost than other methods. Further, questionnaires facilitated easier coding and analysis of data collection. The questionnaires comprised of closed-ended questions. This was used because closed-ended questions ensure that the respondents are restricted to certain categories in their responses.

The questionnaire had four sections that were as follows: section A focused on demographics, section B focused on the extent of sports innovation in sports federations, section C focused on sports innovation challenges in sports federations, and section D focused on mitigating strategies that facilitate adoption of sports innovation in federations.

3.5 Research Procedures

The questionnaires were developed by the researcher and a pilot test was carried out thereafter. The pilot test involved 5 respondents and was carried out to evaluate the completeness, precision, accuracy and clarity of the questionnaires. This ensured the reliability of the data collection instruments used. The researcher explained the purpose of the research and sought permission from the federation for the research to be carried out. The questionnaires were administered to the FKF officials. The respondents were given a week to respond to the questionnaires and they were collected thereafter.

To ensure a high response rate, the researcher spoke to the federation manager who facilitated the filling of the research questionnaires, and the respondents were assured of anonymity, and were assured that the research was for academic purpose only. A cover letter stating the purpose of the study was also attached to the questionnaire to ensure that the respondents were well informed about the need of the study, and how the information they gave would be used.

3.6 Data Analysis Methods

The study used descriptive analysis. Robson (2011) states that, descriptive statistics are brief graphic coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of it. Thiétart *et al.* (2014) state that, descriptive statistics are usually broken down into measures of central tendency and measures of variability, or spread. Measures of central tendency include the mean,

median and mode, while measures of variability include the standard deviation or variance, the minimum and maximum variables. According to Cooper and Schindler (2013), descriptive analysis involves the process of transforming raw data into charts, tables with frequency distribution percentages to enable full interpretation of data, and for this reason, the questionnaires collected from the field were checked for completeness.

The collected data was subjected to analysis using Statistical Package for Social Sciences (SPSS) for windows. Data collected on demographic information of the respondents and the federation was analyzed using frequencies and percentages. Data collected on the extent of sports innovation in sports federations, sports innovation challenges in sports federations, and the mitigating strategies that facilitate adoption of sports innovation in federations was analyzed using means and standard deviation analysis. Correlation analysis which is defined by Robson (2011) as a single number that describes the degree of relationship between two variables, was used to determine significant factors using a p value of 0.05 as the base.

3.7 Chapter Summary

This chapter presents the various methods and procedures the researcher adopted in conducting the study in order to answer the research questions raised in the first chapter. The chapter is organized in the following ways: the research design, population and sample, data collection methods, sampling design and sample size, research procedures and data analysis. The next chapter presents the results and findings of the study.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This section presents the results and findings of the study. The chapter is divided into various sections that include: section 4.2 demographics, section 4.3 extent of sports innovation in sports federations, section 4.4 sports innovation challenges in sports federations, section 4.5 mitigating strategies that facilitate adoption of sports innovation in federations, and section 4.6 chapter summary.

4.2 General Information

4.2.1 Response Rate

The researcher handed out 52 questionnaires which excluded the five that had been used for the pilot test. Out of the 52 questionnaires handed out, all were received, but only 43 questionnaires were completely filled. This gave the study a response rate of 82.7% which was above the required threshold.

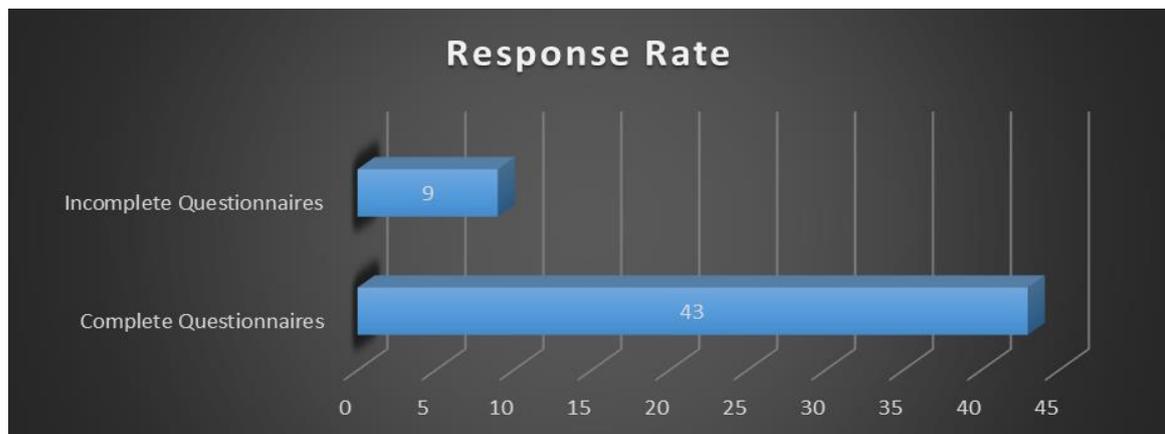


Figure 4.1 Response Rate

4.2.2 Gender

The researcher asked the respondents to indicate their gender, and as shown in Figure 4.2, 64% were male and 36% were female. This shows that majority of the respondents were male, and this could be explained by the fact that the organization is a sports federation which in the country are normally dominated by men.

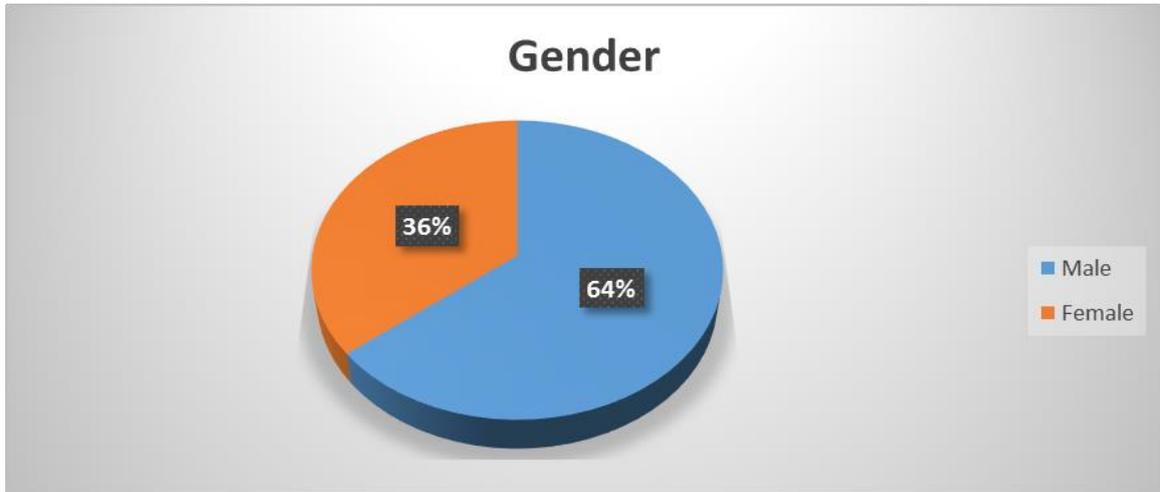


Figure 4.2 Gender

4.2.3 Education Level

The researcher asked the respondents to indicate their education level, and as shown in Figure 4.3, 38.1% had university degrees, 23.8% had certificates, and 19% equally had Master’s Degree, and diploma. This show that all the respondents had a good education background, and this could be explained by the fact that the literacy levels in the country are going up, leading to organizations employing qualified employees including sports federations in the country.

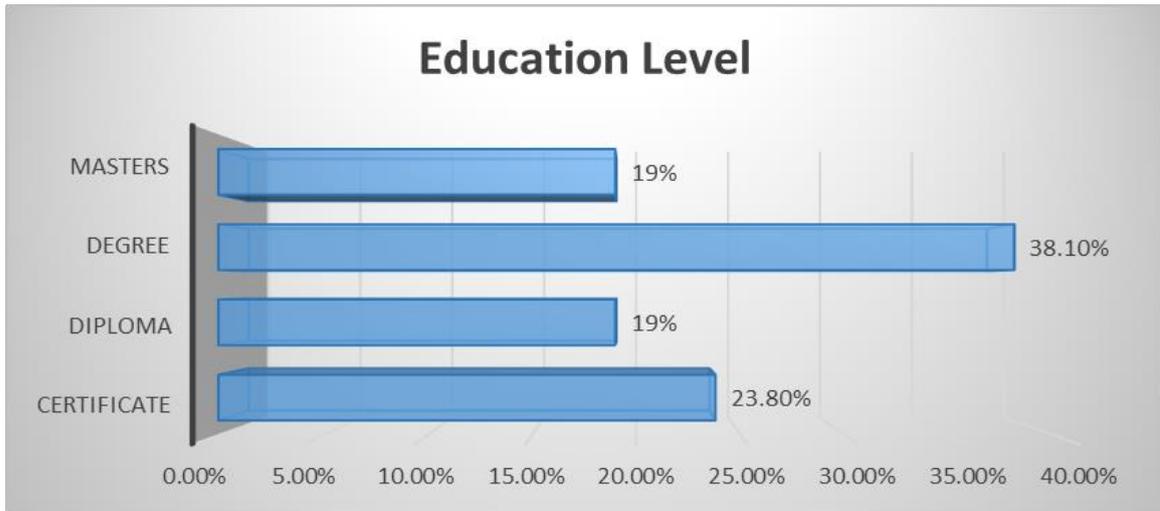


Figure 4.3 Education Level

4.2.4 Age Bracket

The researcher asked the respondents to indicate their age bracket, and as shown in Figure 4.4, 61.9% were aged between 26-35 years, 19% were aged between 25 years and below,

and 9.5% were equally aged between 36-45 years and 46 and above years respectively. This show that majority of the respondents were youths, and this could be explained by the fact that the majority of the population in the country is youths and organizations including sports federations are employing youths.

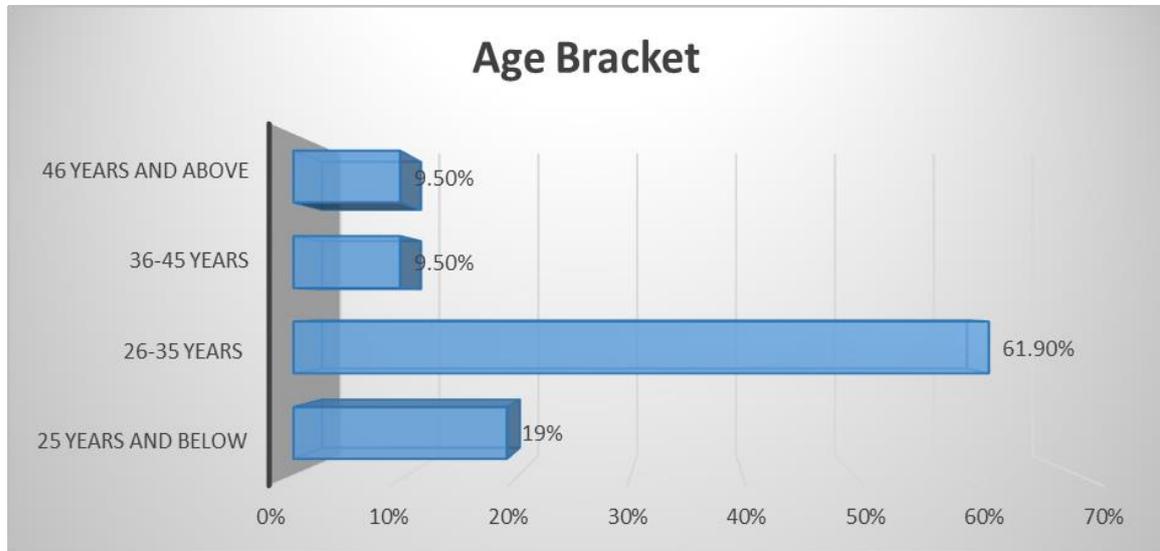


Figure 4.4 Age Bracket

4.2.5 Number of Years in FKF

The researcher asked the respondents to indicate the number of years they had been with FKF, and as shown in Figure 4.5, 76% had been with the organization for 1-5 years and 24% had been with the organization for 6-10 years. This show that majority of the respondents had been with the federation for 1-5 years, and this could be explained by the fact that the federation rebranded and in its bid to start afresh, had hired new employees so as to bring fresh and new talent within itself and to accommodate room for change and innovation.



Figure 4.5 Number of Years in FKF

4.2.6 Presence of Innovation

The researcher asked the respondents to indicate whether there FKF as a federation employed sports innovation in its business undertaking, and as shown in Table 4.1, 100% of the respondents indicated that the federation did. This could be explained by the fact that the federation had rebranded and in its bid to start afresh, had hired new employees to accommodate room for change and innovation.

Table 4.1 Presence of Innovation

	Distribution	
	Number	Percentage
Yes	42	100
No	0	0
Total	42	100

4.2.7 Adoption Speed of Sports Innovation

The researcher asked the respondents to rate the speed of adoption by FKF with regards to sports innovation, and as shown in Figure 4.6, 52.4% indicated high, 42.9% indicated moderate, 4.8% stated very high and none stated low. This could be explained by the fact that the federation had hired new employees to accommodate room for change and innovation which facilitated its rate of sports innovation adoption.

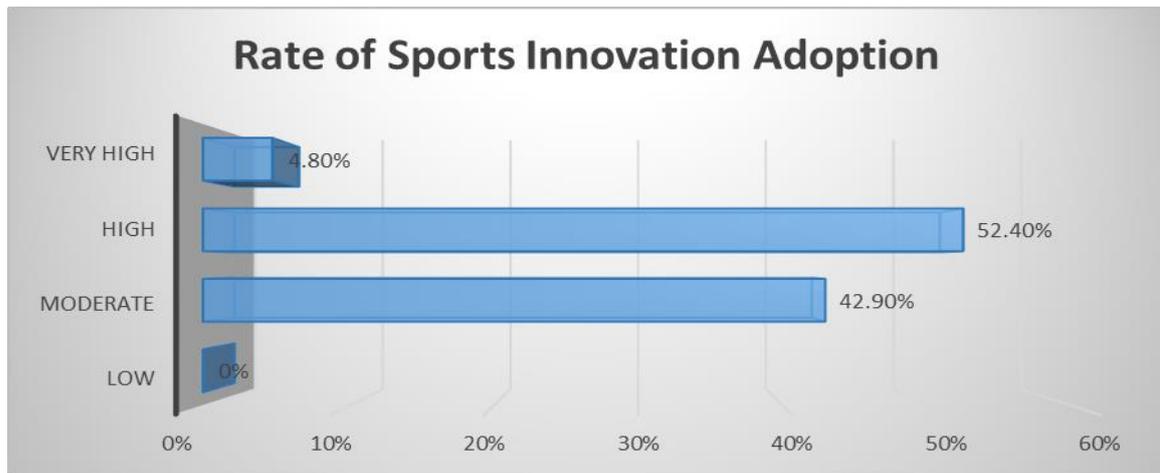


Figure 4.6 Rate of Sports Innovation Adoption

4.2.8 Influence of Sports Innovation

The researcher asked the respondents to rate the influence of sports innovation adoption by FKF, and as shown in Figure 4.7, 52.4% indicated high, 42.9% indicated moderate, 4.8% stated very high and none stated low. This could be explained by the fact that the sports innovation has an influence on organizational performance.

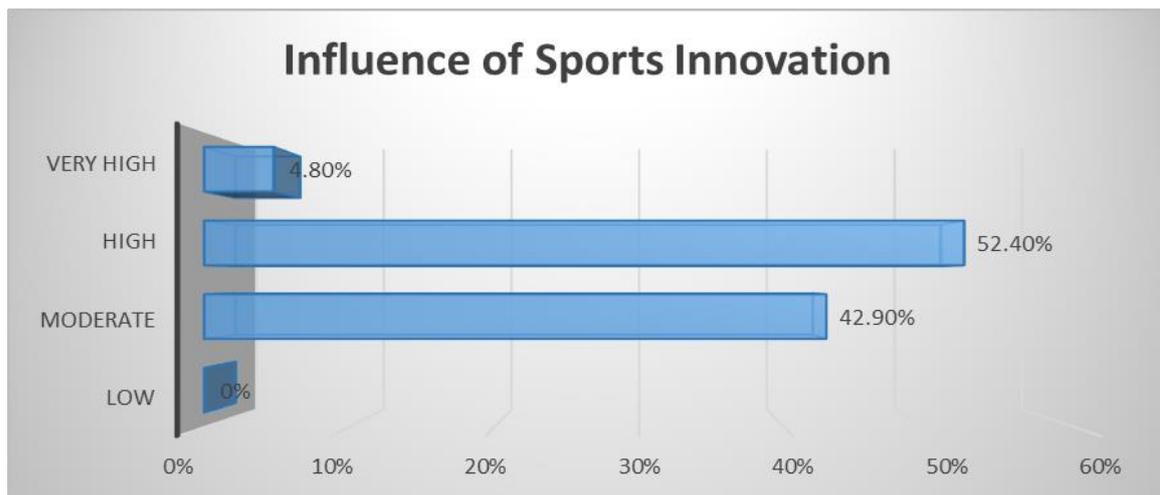


Figure 4.7 Influence of Sports Innovation

4.3 Extent of Sports Innovation in Sports Federations

4.3.1 Rating of the Extent of Sports Innovation in Sports Federations

The researcher asked the respondents to rate the various aspects of sports innovation at FKF using the scale SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, and SA-Strongly Agree. The resulting mean of >3.0 showed that the factors were significant and

the standard deviation of <1.5 showed that the differences in responses received were statistically insignificant (the responses were almost similar).

Table 4.2 shows that FKF as an organizations aims at adopting new types of service innovation most relevant to it, as opposed to product innovation, as agreed to by all the respondents. FKF introduces new services to existing customers in order to increase its effectiveness, its quality and its customers' satisfaction as agreed to by all the respondents. FKF focuses on promoting sports through 'the provision of programs and services to its members as agreed to by 90.5% of the respondents.

FKF receives support to promote innovation from its inter-organizational network and the government as agreed to by 95.2% of the respondents. FKF can increase its attractiveness by promoting innovative services to get more people involved in the sport as agreed to by 90.5% of the respondents. A continuous support of a recognized leader within FKF is important in the success of innovation as agreed to by 81% of the respondents. Close partnership with a local partners can be used to aim at improving innovation efficiency and service quality as agreed to by all the respondents. FKF devotes time for its staff to create new knowledge internally or externally by exploring new opportunities or developing existing products or services as agreed to by 66.7% of the respondents.

Employees' commitment and attitude towards innovation is the main starting point for knowledge creation and therefore the application of new knowledge as agreed to by all the respondents. The capability of FKF to innovate is related to its absorptive capacity (its ability to recognize the value of new ideas, to assimilate them and exploit them) as agreed to by all the respondents.

Table 4.2 Rating of the Extent of Sports Innovation in Sports Federations

Sports Innovation in Federations	SD	D	N	A	SA	Mean	Std Dev
	%	%	%	%	%		
FKF as an organizations aims at adopting new types of service innovation most relevant to it, as opposed to product innovation	0	0	0	85.7	14.3	4.14	.354
FKF introduces new services to existing customers in order to increase its effectiveness, its quality and its customers' satisfaction	0	0	0	42.9	57.1	4.57	.501
FKF focuses on promoting sports through 'the provision of programs and services to its members	0	0	9.5	47.6	42.9	4.33	.650
FKF receives support to promote innovation from its inter-organizational network and the government	0	0	4.8	38.1	57.1	4.52	.594
FKF can increase its attractiveness by promoting innovative services to get more people involved in the sport	0	0	9.5	33.3	57.1	4.48	.671
A continuous support of a recognized leader within FKF is important in the success of innovation	9.5	0	9.5	4.8	76.2	4.38	1.268
Close partnership with a local partners can be used to aim at improving innovation efficiency and service quality	0	0	0	33.3	66.7	4.67	.477
FKF devotes time for its staff to create new knowledge internally or externally by exploring new opportunities or developing existing products or services	0	0	33.3	42.9	23.8	3.90	.759
Employees' commitment and attitude towards innovation is the main starting point for knowledge creation and therefore the application of new knowledge	0	0	0	42.9	57.1	4.57	.501
The capability of FKF to innovate is related to its absorptive capacity (its ability to recognize the value of new ideas, to assimilate them and exploit them)	0	0	0	47.6	52.4	4.52	.505

4.3.2 Correlations for Extent of Sports Innovation in Sports Federations

The researcher carried out a Pearson correlation test to determine significant factors that influence performance from the extent of sports innovations. The threshold for significant factors was a p value of <0.05 . The results were as shown in Table 4.3.

Table 4.3 shows that FKF as an organizations aiming at adopting new types of service innovation most relevant to it, as opposed to product innovation was a significant factor ($r=0.501$, $p<0.01$). FKF focusing on promoting sports through ‘the provision of programs and services to its members was a significant factor ($r=0.798$, $p<0.01$). FKF increasing its attractiveness by promoting innovative services to get more people involved in the sport was a significant factor ($r=0.445$, $p<0.01$). Continuous support of a recognized leader within FKF being important in the success of innovation was a significant factor ($r=0.787$, $p<0.01$).

Close partnerships with local partners being used to aim at improving innovation efficiency and service quality was a significant factor ($r=0.752$, $p<0.01$). Employees’ commitment and attitude towards innovation being the main starting point for knowledge creation and therefore the application of new knowledge was a significant factor ($r=0.723$, $p<0.01$). FKF introducing new services to existing customers in order to increase its effectiveness, its quality and its customers’ satisfaction was an insignificant factor ($r=0.128$, $p>0.05$). FKF receiving support to promote innovation from its inter-organizational network and the government was an insignificant factor ($r=0.057$, $p>0.05$).

FKF devoting time for its staff to create new knowledge internally or externally by exploring new opportunities or developing existing products or services was an insignificant factor ($r=0.244$, $p>0.05$). The capability of FKF to innovate being related to its absorptive capacity (its ability to recognize the value of new ideas, to assimilate them and exploit them) was an insignificant factor ($r=0.031$, $p>0.05$).

Table 4.3 Correlations for Extent of Sports Innovation in Sports Federations

Sports Innovation in Federations	Correlations
FKF as an organizations aims at adopting new types of service innovation most relevant to it, as opposed to product innovation	.501** .001
FKF introduces new services to existing customers in order to increase its effectiveness, its quality and its customers' satisfaction	.128 .421
FKF focuses on promoting sports through 'the provision of programs and services to its members	.798** .000
FKF receives support to promote innovation from its inter-organizational network and the government	-.057 .720
FKF can increase its attractiveness by promoting innovative services to get more people involved in the sport	.445** .003
A continuous support of a recognized leader within FKF is important in the success of innovation	.787** .000
Close partnership with a local partners can be used to aim at improving innovation efficiency and service quality	.752** .000
FKF devotes time for its staff to create new knowledge internally or externally by exploring new opportunities or developing existing products or services	.244 .119
Employees' commitment and attitude towards innovation is the main starting point for knowledge creation and therefore the application of new knowledge	.723** .000
The capability of FKF to innovate is related to its absorptive capacity (its ability to recognize the value of new ideas, to assimilate them and exploit them)	.031 .844
** Correlation is significant at the 0.01 level (2-tailed)	
* Correlation is significant at the 0.05 level (2-tailed)	

4.4 Sports Innovation Challenges in Sports Federations

4.4.1 Rating of Sports Innovation Challenges in Sports Federations

The researcher asked the respondents to rate the sports innovation challenges experience at FKF using the scale SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, and SA-Strongly Agree. The resulting mean of >3.0 showed that the challenges were significant and the standard deviation of <1.5 showed that the differences in responses received were statistically insignificant (the responses were almost similar).

Table 4.4 shows that innovation in the service context has an intangible nature, making it harder to assess as it involves both consumption and production in the same time period as agreed to by 66.7% of the respondents. Sports fans attentiveness to team statistics and data is required in order to retain current consumers by integrating new ideas and information as agreed to by 76.2% of the respondents. FKF finds a challenge of providing multiple languages on their websites to entice new fans as agreed to by 85.7% of the respondents. FKF needs to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport as agreed to by 85.7% of the respondents.

Innovation processes take time to be integrated into FKF, despite some having immediate changes as agreed to by 71.5% of the respondents. There are trade-offs at FKF between implementing innovations and keeping the status quo of the organization as agreed to by 57.1% of the respondents. Technological innovations in FKF is hard to assess as there is limited research on how it affects the development process as agreed to by 52.4% of the respondents. The process of developing a sport-related technological innovation requires more research aimed at understanding the difference between traditional manufacturing and other industry contexts as agreed to by 90.5% of the respondents.

Innovations create a change in the market, which has implications for FKF and its managers for example the lack consensus in their application as agreed to by 62% of the respondents. In sports innovation, the challenge is that, consumers are completely different from consumers of other types of services due to their loyalty and emotional attachment to the sport as agreed to by 71.4% of the respondents.

Table 4.4 Rating of Sports Innovation Challenges in Sports Federations

Sports Innovation Challenges in Federations	SD	D	N	A	SA	Mean	Std Dev
	%	%	%	%	%		
Innovation in the service context has an intangible nature, making it harder to assess as it involves both consumption and production in the same time period	9.5	9.5	14.3	61.9	4.8	3.43	1.063
Sports fans attentiveness to team statistics and data is required in order to retain current consumers by integrating new ideas and information	0	0	23.8	28.6	47.6	4.24	.821
FKF finds a challenge of providing multiple languages on their websites to entice new fans	0	0	14.3	52.4	33.3	4.19	.671
FKF needs to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport	0	9.5	4.8	47.6	38.1	4.14	.899
Innovation processes take time to be integrated into FKF, despite some having immediate changes	0	14.3	14.3	66.7	4.8	3.62	.795
There are trade-offs at FKF between implementing innovations and keeping the status quo of the organization	9.5	28.6	4.8	38.1	19	3.29	1.330
Technological innovations in FKF is hard to assess as there is limited research on how it affects the development process	0	28.6	19	28.6	23.8	3.48	1.153
The process of developing a sport-related technological innovation requires more research aimed at understanding the difference between traditional manufacturing and other industry contexts	0	9.5	0	52.4	38.1	4.19	.862
Innovations create a change in the market, which has implications for FKF and its managers for example the lack consensus in their application	0	19	19	57.1	4.8	3.48	.862
In sports innovation, the challenge is that, consumers are completely different from consumers of other types of services due to their loyalty and emotional attachment to the sport	0	9.5	19	57.1	14.3	3.76	.821

4.4.2 Correlations for Sports Innovation Challenges in Sports Federations

The researcher carried out a Pearson correlation test to determine significant factors that were a challenge for sports federations in terms of sports innovations. The threshold for significant factors was a p value of <0.05 . The results were as shown in Table 4.5.

Table 4.5 shows that innovation in the service context having an intangible nature, making it harder to assess as it involves both consumption and production in the same time period was a significant factor ($r=0.740$, $p<0.01$). Sports fans attentiveness to team statistics and data being required in order to retain current consumers by integrating new ideas and information was a significant factor ($r=0.613$, $p<0.01$). FKF finding a challenge of providing multiple languages on their websites to entice new fans was a significant factor ($r=0.791$, $p<0.01$). FKF needing to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport was a significant factor ($r=0.731$, $p<0.01$).

Innovation processes taking time to be integrated into FKF, despite some having immediate changes was a significant factor ($r=0.789$, $p<0.01$). There being trade-offs at FKF between implementing innovations and keeping the status quo of the organization was a significant factor ($r=0.469$, $p<0.01$). Technological innovations in FKF being hard to assess as there is limited research on how it affects the development process was a significant factor ($r=0.696$, $p<0.01$). The process of developing a sport-related technological innovation requiring more research aimed at understanding the difference between traditional manufacturing and other industry contexts was a significant factor ($r=0.904$, $p<0.01$).

Innovations creating a change in the market, which has implications for FKF and its managers for example the lack consensus in their application was a significant factor ($r=0.722$, $p<0.01$). In sports innovation, the challenge being that, consumers are completely different from consumers of other types of services due to their loyalty and emotional attachment to the sport was a significant factor ($r=0.687$, $p<0.01$).

Table 4.5 Correlations for Sports Innovation Challenges in Sports Federations

Sports Innovation Challenges in Federations	Correlations
Innovation in the service context has an intangible nature, making it harder to assess as it involves both consumption and production in the same time period	.740** .000
Sports fans attentiveness to team statistics and data is required in order to retain current consumers by integrating new ideas and information	.613** .000
FKF finds a challenge of providing multiple languages on their websites to entice new fans	.791** .000
FKF needs to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport	.731** .000
Innovation processes take time to be integrated into FKF, despite some having immediate changes	.789** .000
There are trade-offs at FKF between implementing innovations and keeping the status quo of the organization	.469** .002
Technological innovations in FKF is hard to assess as there is limited research on how it affects the development process	.696** .000
The process of developing a sport-related technological innovation requires more research aimed at understanding the difference between traditional manufacturing and other industry contexts	.904** .000
Innovations create a change in the market, which has implications for FKF and its managers for example the lack consensus in their application	.722** .000
In sports innovation, the challenge is that, consumers are completely different from consumers of other types of services due to their loyalty and emotional attachment to the sport	.687** .000
** Correlation is significant at the 0.01 level (2-tailed)	

4.5 Mitigating Strategies that Facilitate Adoption of Sports Innovation in Federations

4.5.1 Rating of Mitigating Strategies that Facilitate Adoption of Sports Innovations

The researcher asked the respondents to rate the mitigating that would facilitate sports innovations at FKF using the scale SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, and SA-Strongly Agree. The resulting mean of >3.0 showed that the mitigating strategies were significant and the standard deviation of <1.5 showed that the differences in responses received were statistically insignificant (the responses were almost similar).

Table 4.6 shows that FKF has an innovation strategy that involves the organization being committed to developing ideas that involve planning and forecasting agreed to by 81% of the respondents. FKF does not have to adopt an innovation but, it responds to it by investing in the area of interest agreed to by 62% of the respondents. FKF is more open to innovations and tends to be more interested in being proactive about its future trends agreed to by 90.5% of the respondents.

The size of FKF as an organization does not affect its ability to focus on innovation due to resource and time issues agreed to by 71.5% of the respondents. FKF can take risks with innovation processes due to their continual government support and funding agreed to by 71.5% of the respondents. FKF has managers who have forward thinking, which influences the rate of innovation occurring within the organizations agreed to by 71.5% of the respondents. Manager's longevity in FKF helps determine innovation performance since they can build the capacity for innovation through motivation agreed to by 62% of the respondents.

FKF manages the innovation process with the help of political processes that deal with specific legislation and incentives agreed to by 66.7% of the respondents. FKF managers play a critical role in making sure innovation is adopted and developed as a way of ensuring competencies are more aligned to emerging practices agreed to by 71.4% of the respondents. FKF's ability to access knowledge is an important part of its competitiveness as it selects ideas based on an opportunity analysis of potential benefits and pitfalls agreed to by 80.9% of the respondents.

Table 4.6 Rating of Mitigating Strategies that Facilitate Adoption of Sports Innovations

Mitigating Strategies for Sports Innovation Adoption	SD	D	N	A	SA	Mean	Std Dev
	%	%	%	%	%		
FKF has an innovation strategy that involves the organization being committed to developing ideas that involve planning and forecasting	0	0	19	57.1	23.8	4.05	.661
FKF does not have to adopt an innovation but, it responds to it by investing in the area of interest	0	19	19	52.4	9.5	3.52	.917
FKF is more open to innovations and tends to be more interested in being proactive about its future trends	0	0	9.5	61.9	28.6	4.19	.594
The size of FKF as an organization does not affect its ability to focus on innovation due to resource and time issues	9.5	9.5	9.5	57.1	14.3	3.57	1.151
FKF can take risks with innovation processes due to their continual government support and funding	0	4.8	23.8	42.9	28.6	3.95	.854
FKF has managers who have forward thinking, which influences the rate of innovation occurring within the organizations	0	19	9.5	42.9	28.6	3.81	1.065
Manager's longevity in FKF helps determine innovation performance since they can build the capacity for innovation through motivation	0	19	19	28.6	33.3	3.76	1.122
FKF manages the innovation process with the help of political processes that deal with specific legislation and incentives	0	9.5	23.8	61.9	4.8	3.62	.731
FKF managers play a critical role in making sure innovation is adopted and developed as a way of ensuring competencies are more aligned to emerging practices	0	9.5	19	38.1	33.3	3.95	.962
FKF's ability to access knowledge is an important part of its competitiveness as it selects ideas based on an opportunity analysis of potential benefits and pitfalls	0	9.5	9.5	33.3	47.6	4.19	.969

4.5.2 Correlations for Mitigating Strategies and Adoption of Sports Innovations

The researcher carried out a Pearson correlation test to determine significant mitigation strategies for sports federations in terms of adoption of sports innovations. The threshold for significant factors was a p value of <0.05 . The results were as shown in Table 4.7.

Table 4.7 shows that FKF having an innovation strategy that involves the organization being committed to developing ideas that involve planning and forecasting was a significant mitigating strategy ($r=0.695$, $p<0.01$). FKF not having to adopt an innovation but, to respond to it by investing in the area of interest was a significant mitigating strategy ($r=0.409$, $p<0.01$). FKF being more open to innovations and tending to be more interested in being proactive about its future trends was a significant mitigating strategy ($r=0.677$, $p<0.01$).

The size of FKF as an organization not affecting its ability to focus on innovation due to resource and time issues was a significant mitigating strategy ($r=0.583$, $p<0.01$). FKF having managers who have forward thinking, and influencing the rate of innovation occurring within the organization was a significant mitigating strategy ($r=0.564$, $p<0.01$). Manager's longevity in FKF helping determine innovation performance since they can build the capacity for innovation through motivation was a significant mitigating strategy ($r=0.572$, $p<0.01$).

FKF managing the innovation process with the help of political processes that deal with specific legislation and incentives was a significant mitigating strategy ($r=0.541$, $p<0.01$). FKF managers playing a critical role in making sure innovation is adopted and developed as a way of ensuring competencies are more aligned to emerging practices was a significant mitigating strategy ($r=0.686$, $p<0.01$). FKF taking risks with innovation processes due to their continual government support and funding was an insignificant mitigating strategy ($r=-0.101$, $p>0.05$). FKF's ability to access knowledge being an important part of its competitiveness as it selected ideas based on an opportunity analysis of potential benefits and pitfalls was an insignificant mitigating strategy ($r=0.066$, $p>0.05$).

Table 4.7 Correlations for Mitigating Strategies and Adoption of Sports Innovations

Mitigating Strategies at FKF	Correlations
FKF has an innovation strategy that involves the organization being committed to developing ideas that involve planning and forecasting	.695** .000
FKF does not have to adopt an innovation but, it responds to it by investing in the area of interest	.409** .007
FKF is more open to innovations and tends to be more interested in being proactive about its future trends	.677** .000
The size of FKF as an organization does not affect its ability to focus on innovation due to resource and time issues	.583** .000
FKF can take risks with innovation processes due to their continual government support and funding	-.101 .526
FKF has managers who have forward thinking, which influences the rate of innovation occurring within the organizations	.564** .000
Manager's longevity in FKF helps determine innovation performance since they can build the capacity for innovation through motivation	.572** .000
FKF manages the innovation process with the help of political processes that deal with specific legislation and incentives	.541** .000
FKF managers play a critical role in making sure innovation is adopted and developed as a way of ensuring competencies are more aligned to emerging practices	.686** .000
FKF's ability to access knowledge is an important part of its competitiveness as it selects ideas based on an opportunity analysis of potential benefits and pitfalls	.066 .676
** Correlation is significant at the 0.01 level (2-tailed)	

4.6 Chapter Summary

This chapter has presented the results and findings of the study and it was divided in sections presenting the demographics, extent of sports innovation in sports federations, sports innovation challenges in sports federations, and mitigating strategies that facilitate adoption of sports innovation in federations. The next chapter concludes the study by presenting the study discussions, conclusions, and recommendations.

CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes the study. It has been divided into various sections as follows: section 5.1 introduction, section 5.2 summary of findings, section 5.3 discussions, section 5.4 conclusions, and section 5.5 recommendations.

5.2 Summary

This study sought to determine the influence of sports innovation on organizational performance and it focused on Football Kenya Federation (FKF). The specific objectives that guided the study included: to determine the extent of sports innovation in sports federations, to examine the challenges of sports innovation in federations, and to examine mitigating strategies that facilitate the adoption of sports innovation in federations.

This study used the descriptive research design. The target population of the study comprised of all employees that worked at FKF who were 57 in number. The sampling frame of the study was obtained from the federation's Human Resource (HR) department. This study employed a census study, which means a complete count meaning that the sample size for the study was 57 respondents. The study relied on primary data, which was collected using questionnaires. The respondents were given a week to fill the questionnaires. The study used descriptive analysis. The collected data was subjected to analysis using Statistical Package for Social Sciences (SPSS) for windows. Analysis involved percentages, means and standard deviation. Correlation analysis was used to determine the relationships between the study variables.

The study showed that FKF as an organizations aims at adopting new types of service innovation most relevant to it, as opposed to product innovation and it introduces new services to existing customers in order to increase its effectiveness, its quality and its customers' satisfaction. The study also shows that FKF focuses on promoting sports through 'the provision of programs and services to its members and it receives support to promote innovation from its inter-organizational network and the government. The study also shows that the federation can increase its attractiveness by promoting innovative services to get more people involved in the sport and that a continuous support of a recognized leader within FKF is important in the success of innovation.

The study shows that FKF faces various challenges and some are in the form of innovation in the service context being intangible in nature, makes it harder to assess as it involves both consumption and production in the same time period. The study shows that sports fans attentiveness to team statistics and data is required in order to retain current consumers by integrating new ideas and information and that FKF finds a challenge of providing multiple languages on their websites to entice new fans. The study shows that the federation needs to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport and that innovation processes take time to be integrated into FKF, despite some having immediate changes.

The study shows that FKF has an innovation strategy that involves the organization being committed to developing ideas that involve planning and forecasting and that it does not have to adopt an innovation but, it responds to it by investing in the area of interest. The study also shows that the federation is more open to innovations and tends to be more interested in being proactive about its future trends and its size does not affect its ability to focus on innovation due to resource and time issues.

5.3 Discussions

5.3.1 The Extent of Sports Innovation in Sports Federations

The study showed that FKF as an organizations aims at adopting new types of service innovation most relevant to it, as opposed to product innovation. These results are in tandem with Winand *et al.* (2013) who state that, the core activity of NPSOs is oriented to the delivery of services (organizing sport competitions, running sport programmes and offering training opportunities), these organizations aim at adopting the types of service innovation most relevant to them, as opposed to product innovation.

The study showed that FKF introduces new services to existing customers in order to increase its effectiveness, its quality and its customers' satisfaction. These results are similar to Damanpour and Aravind (2012) study that notes, service innovation is the introduction of new services to existing or new groups of customers in order to increase the effectiveness of the organization, its quality and/or the customers' satisfaction.

The study showed that FKF focuses on promoting sports through ‘the provision of programs and services to its members. These results are in tandem with Zintz and Winand (2013) who state that, NPSOs such as sport federations or sport clubs organize sport activities and competitions for their members from different age groups and abilities and they focus on promoting their sport through ‘the provision of programs and services to their members.

The study showed that FKF receives support to promote innovation from its inter-organizational network and the government, although it does not indicate whether FKF has limitations in terms of sports innovation adoption. These results are in tandem with Newell and Swan (2015) who state that, although NPSOs receive support to promote innovation from their inter-organizational network, they may also be restricted to developing types of innovation that do not conform to the norms established by their networks.

The study showed that FKF can increase its attractiveness by promoting innovative services to get more people involved in the sport. These results are in tandem with Lee, Ginn, and Naylor (2009) who noticed that, NPSOs could increase their attractiveness by promoting innovative services to get more people involved in their sport. The importance of service innovation in NPSO is highlighted, but evidence of NPSO’s innovativeness and types of service innovation is missing.

The study showed that a continuous support of a recognized leader within FKF is important in the success of innovation. These results are in agreement with Caza (2010) study results which notes that, the continuous support of a recognized leader within the organization seemed important in the success of a new innovation (the athlete ranking system), and the positive attitude towards that innovation was shared between organization members.

The study showed that close partnership with a local partners can be used to aim at improving innovation efficiency and service quality. These results are in tandem with Hoeber and Hoeber (2012) who state that, the development of a technological innovation is achieved through a close partnership with local partners that is aimed at improving efficiency and service quality.

The study showed that FKF devotes time for its staff to create new knowledge internally or externally by exploring new opportunities or developing existing products or services. These results are in agreement with Cohen and Levinthal (2010) who state that, organizations devote time for their staff to create (or appropriate) new knowledge internally or externally by exploring new opportunities or developing existing products or services.

The study showed that employees' commitment and attitude towards innovation is the main starting point for knowledge creation and therefore the application of new knowledge. These results are in agreement with Damanpour and Schneider (2009) findings which indicate that, employees' commitment and attitude towards innovation are seen as the main starting points for knowledge creation and therefore the application of new knowledge.

The study showed that capability of FKF to innovate is related to its absorptive capacity (its ability to recognize the value of new ideas, to assimilate them and exploit them). These results are in tandem with Cohen and Levinthal (2010) who state that, the capability of organizations to innovate is related to their absorptive capacity, that is, their ability to recognize the value of new ideas, to assimilate them and exploit them, and largely depends on their level of prior knowledge.

5.3.2 Sports Innovation Challenges in Sports Federations

The study showed that innovation in the service context has an intangible nature, making it harder to assess as it involves both consumption and production in the same time period. These results are similar to Hipp and Grupp (2015) findings of innovation in the service context being intangible nature, makes it harder to assess as it involves both consumption and production in the same time period.

The study showed that sports fans attentiveness to team statistics and data is required in order to retain current consumers by integrating new ideas and information. These results are similar to Caza (2010) study findings which notes that, sports fans attentiveness to statistics and data about their team and players, which means retaining current consumers by integrating new ideas and information.

The study showed that FKF finds a challenge of providing multiple languages on their websites to entice new fans. These results are in agreement with Hauser, Tellis, and Griffin's (2012) study that notes that, due to the globalization of sport, some professional sport leagues have utilized this approach by providing multiple languages on their websites to entice new fans. This is important in emerging economies as professional sports leagues such as the NBA have capitalized on the market for new users by incorporating a cultural approach to their sport services.

The study showed that FKF needs to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport. These results are in tandem with Markides' (2012) study which note that, sport organizations are changing to meet the expectations of other businesses and consumers who see innovation as a core part of sport that needs to be disruptive in order to induce radical change.

The study showed that innovation processes take time to be integrated into FKF, despite some having immediate changes. These results are in tandem with Christensen and Raynor's (2013) findings of the fact that, disruptive innovation process can take time to be integrated into an industry despite some having immediate change.

The study showed that there are trade-offs at FKF between implementing innovations and keeping the status quo of the organization. These results are similar to Markides' (2012) study findings which notes that, disruptive innovation has meant that there are (or has led to there being) trade-offs between implementing a disruptive innovation and keeping the status quo.

The study showed that technological innovations in FKF is hard to assess as there is limited research on how it affects the development process. These results are in tandem with Damanpour and Aravind (2012) who stated that, technological innovations in sports can be sometimes hard to assess as there may be limited research about their effect and development process.

The study showed that the process of developing a sport-related technological innovation requires more research aimed at understanding the difference between traditional manufacturing and other industry contexts. These results are in agreement with Chrisman

et al. (2015) who noted that, the process of developing a sport-related technological innovation requires more research aimed at understanding whether the innovation management process differs in sport compared with the traditional manufacturing and other industry contexts from which innovation is usually studied.

The study showed that innovations create a change in the market, which has implications for FKF and its managers for example the lack consensus in their application. These results are similar to Danneels (2014) results which states that, despite the common use of the term ‘innovation’ some forms, including disruptive innovation, still lack consensus in their application.

The study showed that, in sports innovation, the challenge is that, consumers are completely different from consumers of other types of services due to their loyalty and emotional attachment to the sport. These results are in agreement with Parker and Stuart’s (2007) study results which suggests that, football consumers are completely different from consumers of other types of services due to their loyalty and emotional attachment. This is seen in Hunt, Bristol, and Bashaw (2009), who stated that sport consumers can range from casual supporters to long-term committed fans.

5.3.3 Mitigating Strategies that Facilitate Adoption of Sports Innovation in Federations

The study showed that FKF has an innovation strategy that involves the organization being committed to developing ideas that involve planning and forecasting. These results are in agreement with Adams’ *et al.* (2012) study findings which state that, innovation strategy involves an organization being committed to developing ideas that involve planning and forecasting.

The study showed that FKF does not have to adopt an innovation but, it responds to it by investing in the area of interest. These results are in agreement with Markides’ (2012) study which suggests that, organizations do not have to adopt an innovation but can respond to it by investing in the area of interest.

The study showed that FKF is more open to innovations and tends to be more interested in being proactive about its future trends. These results are in tandem with Hoeber and Hoeber's (2012) study findings which indicated that, organizations that are more open to innovation tend to be more interested in being proactive about future trends.

The study showed that the size of FKF as an organization does not affect its ability to focus on innovation due to resource and time issues. These results are in agreement with Markides' (2012) study which suggests that, there is a debate in the literature about whether the size of an organization affects its ability to focus on innovation due to resource and time issues, hence, there is the suggestion that large organizations may have the finances to develop innovation but small organizations have the flexibility needed to foster innovation.

The study showed that FKF can take risks with innovation processes due to their continual government support and funding. These results are in agreement with Damanpour and Schneider's (2006) study which states that, there is evidence in public sector organizations that can take risks due to their continual government support and funding.

The study showed that FKF has managers who have forward thinking, which influences the rate of innovation occurring within the organizations. These results are in tandem with Hoeber and Hoeber's (2012) study findings which indicated that, some managers might be more forward thinking, which influences the rate of innovation occurring within their organizations.

The study showed that manager's longevity in FKF helps determine innovation performance since they can build the capacity for innovation through motivation. These results are in agreement with Damanpour and Schneider's (2006) study which states that, a manager's longevity in an organization helps determine innovation performance because the manager can build capacity for innovation by motivating people in the organization.

The study showed that FKF manages the innovation process with the help of political processes that deal with specific legislation and incentives. These results are in agreement with Walker's (2008) study which states that, some organizations manage the innovation

process with the help of political processes that deal with specific legislation and incentives.

The study showed that FKF managers play a critical role in making sure innovation is adopted and developed as a way of ensuring competencies are more aligned to emerging practices. These results are in agreement with Birkinshaw, Hamel and Mol's (2008) study findings which showed that, managers of organizations play a critical role in making sure an innovation is adopted and developed as a way of ensuring competencies are more aligned to emerging practices.

The study showed that FKF's ability to access knowledge is an important part of its competitiveness as it selects ideas based on an opportunity analysis of potential benefits and pitfalls. These results are in tandem with Cohen and Levinthal (2010) who state that, the ability to access knowledge is an important part of their competitiveness as they often select ideas based on an opportunity analysis of potential benefits. This process has been referred to as 'absorptive capacity', as it encapsulates the ability of an organization to recognize and apply new knowledge.

5.4 Conclusions

5.4.1 The Extent of Sports Innovation in Sports Federations

The study concludes that FKF as an organizations aims at adopting new types of service innovation most relevant to it, as opposed to product innovation and it introduces new services to existing customers in order to increase its effectiveness, its quality and its customers' satisfaction. The study also concludes that FKF focuses on promoting sports through 'the provision of programs and services to its members and it receives support to promote innovation from its inter-organizational network and the government. From the study, it can be concluded that, the federation can increase its attractiveness by promoting innovative services to get more people involved in the sport and that a continuous support of a recognized leader within FKF is important in the success of innovation.

5.4.2 Sports Innovation Challenges in Sports Federations

The study concludes that FKF faces various challenges and some are in the form of innovation in the service context being intangible in nature, makes it harder to assess as it involves both consumption and production in the same time period. Sports fans attentiveness to team statistics and data is required in order to retain current consumers by

integrating new ideas and information and that FKF finds a challenge of providing multiple languages on their websites to entice new fans. The study concludes that, the federation needs to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport and that innovation processes take time to be integrated into FKF, despite some having immediate changes. From the study, it can be concluded that, there are trade-offs at FKF between implementing innovations and keeping the status quo of the organization and that technological innovations within the federation are hard to assess as there is limited research on how it affects the development process.

5.4.3 Mitigating Strategies that Facilitate Adoption of Sports Innovation in Federations

The study concludes that FKF has an innovation strategy that involves the organization being committed to developing ideas that involve planning and forecasting and that it does not have to adopt an innovation but, it responds to it by investing in the area of interest. The study also concludes that the federation is more open to innovations and tends to be more interested in being proactive about its future trends and its size does not affect its ability to focus on innovation due to resource and time issues. From the study, it can be concluded that, FKF can take risks with innovation processes due to their continual government support and funding and that its managers have forward thinking, which influences the rate of innovation occurring within the organizations.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 The Extent of Sports Innovation in Sports Federations

Innovation is a factor which creates opportunities by means of individuals for themselves or for organizations which they work for regardless of the resources that are in their control. This study therefore recommends that FKF should update the knowledge of its staffs and equip them with the modern knowledge to offer diverse and innovative services to customers. This may be facilitated by the organization being in its best condition as well as the economic situation of the country.

5.5.1.2 Sports Innovation Challenges in Sports Federations

This study recommends FKF managers to come up with a model from successful and strong federations and even invite expertise of successful federations around the world and organize employee training by these experts in order to improve on its innovation which will lead to improved performance.

5.5.1.3 Mitigating Strategies and the Adoption of Sports Innovation in Federations

The study recommends FKF to provide tools for innovation. These tools can be administrative innovation points to the procedures, policies and new organizational forms that would be founded on innovation implementation procedures. With the progress of innovation globally and the availability of academic specialists, applying these tools could be effective for FKF.

5.5.2 Recommendations for Further Studies

The study sought to determine the influence of sports innovation on organizational performance and it was focused on Football Kenya Federation. The study was guided by the specific objectives that included: to determine the extent of sports innovation at FKF, to examine the challenges of sports innovation at FKF, and to examine mitigating strategies that facilitate the adoption of sports innovation at FKF. Further research needs to be carried out on specific innovations to determine how they influence performance and similar studies also need to be carried out on other sports federations within the country.

REFERENCES

- Adams, R., Bessant, J. & Phelps, R. (2012). Innovation management measurement: A review. *International Journal of Management Reviews*, 8, 21-47.
- Adelakun, T. & Cullum, B. (2014). Chaos in Kenya. *New African Soccer*, 7(4), 2-4.
- Baker, B. J., McDonald, H. & Funk, D. C. (2016). The uniqueness of sport: Testing against marketing's empirical laws. *Sport Management Review*, 19, 378-390.
- Barney, J. (2011). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120.
- Bee, C. & Madrigal, R. (2014). Social identity effects in a belief–attitude–intentions hierarchy: Implications for corporate sponsorship. *Psychology and Marketing*, 18, 145-165.
- Berg, E. C., Migliaccio, T. A. & Anzini-Varesio, R. (2014). Female football players, the sport ethic and the masculinity-sport nexus. *Sport in Society*, 17, 176-189.
- Bierly, P., Damanpour, F. & Santoro, M. (2009). The application of external knowledge: Organizational conditions for exploration and exploitation. *Journal of Management Studies*, 46, 481-509.
- Birkinshaw, J., Hamel, G. & Mol, M. J. (2008). Management innovation. *Academy of Management Review*, 33, 825-845.
- Britt, R. R. (2012). Research Methods Information: Scientific Method and Scientific Rigor. *American Public Journal*, 3(2), 19-35.
- Brown, J. & Fraser, M. (2012). Approaches and Perspectives in Environmental Accounting: An overview of the Conceptual Landscape. *Business Strategy and the Environment*, 15(1), 103-117.
- Carvalho, A. O. *et al.* (2016). Organizational resilience: A comparative study between innovative and non-innovative companies based on the financial performance analysis. *International Review of Applied Economics*, 25(1), 61-85.
- Caza, A. (2010). Context receptivity: Innovation in an amateur sport organization. *Journal of Sport Management*, 14, 227-242.
- Chrisman, J. J., *et al.* (2015). The ability and willingness paradox in family firm innovation. *Journal of Product Innovation Management*, 32, 310-318.
- Christensen, C. M. & Raynor, M. E. (2013). Why hard-nosed executives should care about management theory. *Harvard Business Review*, 81, 66-75.
- Cohen, W. M. & Levinthal, D. A. (2010). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 35, 128-152.

- Cooper, D. R. & Schindler, P.S. (2013). *Business research methods*. (12th Ed.). New York, NY: McGraw-Hill Education.
- Cortez, M. A. A. *et al.* (2015). Innovation and financial performance of electronic companies: A cross-country comparison. *Journal of International Business Research*, 14(1), 166-179.
- Crossan, M. M. & Apaydin, M. (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of Management Studies*, 47, 1154-1191.
- Cuskelly, G., Hoye, R. & Auld, C. (2012). *Working with volunteers in sport: Theory and practice*. London, UK: Routledge.
- Damanpour, F. & Aravind, D. (2012). Organizational structure and innovation revisited: From organic to ambidextrous structure. In M. Mumford (Eds.). *Handbook of Organizational Creativity*. pp. 479-509. London, UK: Elsevier.
- Damanpour, F. & Schneider, M. (2006). Phases of the adoption of innovation in organizations: Effects of environment, organization and top Managers. *British Journal of Management*, 17, 215-236.
- Damanpour, F. & Schneider, M. (2009). Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers. *Journal of Public Administration*, 1(3), 16-31.
- Danneels, E. (2014). Disruptive technology reconsidered: A critique and research agenda. *Journal of Product Innovation Management*, 21, 246-258.
- Darby, P. (2015). Out of Africa: The Exodus of Elite African Football Talent to Europe. *Working USA: The Journal of Labor and Society*, 10(12), 26-31.
- Denscombe, M. (2012). *Research Proposals: A Practical Guide: A Practical Guide*. London, UK: McGraw-Hill Education.
- Eagly, A. H. & Chaiken, S. (2013). *The psychology of attitudes*. (6th Ed.). Fort Worth, TX: Harcourt Brace Jovanovich College Publishers.
- Fishenden, J. & Thompson, M. (2013). Digital government, open architecture, and innovation: Why public sector IT will never be the same again. *Journal of Public Administration Research and Theory*, 23, 977-1004.
- Francis, D. & Bessant, J. (2015). Targeting innovation and implications for capability development. *Technovation*, 25, 171-183.

- Franke, N. & Shah, S. (2013). How communities support innovative activities: An exploration of assistance and sharing among end-users. *Research Policy*, 32, 157-178.
- Funk, D. C. & James, J. D. (2012). Consumer loyalty: The meaning of attachment in the development of sport team allegiance. *Journal of Sport Management*, 20, 189-217.
- Harding, J., Lock, D. & Toohey, K. (2016). A social identity analysis of technological innovation in an action sport: Judging elite half-pipe snowboarding. *European Sport Management Quarterly*, 16, 214-232.
- Hassanzadeh, A. *et al.* (2015). Developing a model to evaluate the impacts of science, technology and innovation foresight on policy-making. *Technology Analysis & Strategic Management*, 27(4), 437-460.
- Hauser, J., Tellis, G. J. & Griffin, A. (2012). Research on innovation: A review and agenda for marketing science. *Marketing Science*, 25, 687-717.
- Hertog, P. D. (2010). Knowledge-intensive business services as co-producers of innovation. *International Journal of Innovation Management*, 4, 491-528.
- Hervas-Oliver, J., Sempere-Ripoll, F. & Boronat-Moll, C. (2014). Process innovation strategy in SMEs, organizational innovation and performance: A misleading debate? *Small Business Economics*, 43, 873-886.
- Hillairet, D., Richard, G. & Bouchet, P. (2009). The dual management of innovation by the Decathlon group. A distinctive strategic system on the sport goods market. *Journal of Innovation Economics*, 1, 189-210.
- Hipp, C. & Grupp, H. (2015). Innovation in the service sector: The demand for service-specific innovation measurement concepts and typologies. *Research Policy*, 34, 517-535.
- Hoeber, L. & Hoeber, O. (2012). Determinants of an innovation process: A case study of technological innovation in a community sport organization. *Journal of Sport Management*, 26, 213-223.
- Hoeber, L., *et al.* (2009). An exploration of the nature of innovations in community sport organizations. Paper presented at the North American Society for Sport Management Conference, Columbia, SC: June 2009.
- Hubbard, G. (2009). Measuring Organizational Performance: Beyond the Triple Bottom-line. *Business Strategy and Environment*, 18(3), 177-191.

- Hull, C. E. & Lio, B. H. (2012). Innovation in non-profit and for-profit organizations: Visionary, strategic, and financial considerations. *Journal of Change Management*, 6, 53-65.
- Hunt, K. A., Bristol, T. & Bashaw, R. E. (2009). A conceptual approach to classifying sports fans. *Journal of Services Marketing*, 13, 439-452.
- Igira, F. T. (2008). The situatedness of work practices and organizational culture: Implications for information systems innovation uptake. *Journal of Information Technology*, 23, 79-88.
- Jaskyte, K. (2014). Transformational leadership, organizational culture, and innovativeness in nonprofit organizations. *Nonprofit Management and Leadership*, 15, 153-168.
- Jennings, A. (2013). *Foul! The Secret World of FIFA: Bribes, Vote Rigging and Ticket Scandals*. London, UK: Harper Sport.
- Jimenez-Jimenez, D., Sanz-Valle, R. & Hernandez-Espallardo, M. (2012). Fostering Innovation: The role of market orientation and organizational learning. *European Journal of Innovation Management*, 11(3), 389-412.
- Lee, R. P., Ginn, G. O. & Naylor, G. (2009). The impact of network and environmental factors on service innovativeness. *Journal of Services Marketing*, 23, 397-406.
- Likar, B., Kopa, J. & Fatur, P. (2014). Innovation investment and economic performance in transition economies: Evidence from Slovenia. *Innovation: Management, Policy & Practice*, 16(1), 53-66.
- Lovelock, C. & Gummesson, E. (2014). Whither Services Marketing? In search of a new paradigm and fresh perspectives. *Journal of Service Research*, 7, 20-41.
- Mafini, C. (2015). Predicting organizational performance through innovation, quality and inter-organizational systems: A public sector perspective. *Journal of Applied Business Research*, 31(3), 939-952.
- Markides, C. (2012). Disruptive innovation: In need of better theory. *Journal of Product Innovation Management*, 23, 19-25.
- Mol, M. J. & Birkinshaw, J. (2009). The sources of management innovation: When firms introduce new management practices. *Journal of Business Research*, 62, 1269-1280.
- Molla, H. A. & Barkhordari, B. (2007). Reporting the relationship between management and innovation skills of employees in a humanities and social sciences research organizations in the province. *Journal of Business Management*, 3(4), 61-73.

- Munro, B. (2010). Greed vs. Good Governance: the fight for corruption-free football in Kenya. Paper presented at the 4th World Communication Conference on Sport and Society, November 6-10, Copenhagen, Denmark.
- Ndregjoni, Z. & Elmazi, L. (2012). The effects of relationship between information technology and firm innovation on firm performance: The case of Albania. *International Journal of Management Cases*, 14(1), 235-246.
- Newell, S. & Swan, J. (2015). The diffusion of innovations in sport organizations: An evaluative framework. *Journal of Sport Management*, 9, 317-337.
- Nieves, J. & Segarra-Ciprés, M. (2015). Management innovation in the hotel industry. *Tourism Management*, 46, 51-58.
- Nyamjom, O. (2015). *Foul play! The crisis of football management in Kenya*. Sourced from: www.africog.org (Accessed 15/02/2017).
- O'Connor, G. C., et al. (2008). *Grabbing lightning: Building a capability for breakthrough innovation*. San Francisco, CA: Jossey-Bass.
- Ojasalo, J. (2013). Management of innovation networks: a case study of different approaches. *European Journal of Innovation Management*, 11(1), 51-86.
- Oke, A., Burke, G. & Myers, A. (2014). Innovation types and performance in growing UK SMEs. *International Journal of Operations & Production Management*, 27, 735-753.
- Owen, D. (2012). Emerging Issues in Sustainable Reporting. *Business Strategy and the Environment*, 15(3-4), 241-218.
- Parker, K. & Stuart, T. (2007). The west ham syndrome. *International Journal of Market Research*, 39, 509-517.
- Pervez, N. & Kjell, G. G. (2012). *Research Methods in Business Studies: A Practical Guide*. London, UK: Financial Times Prentice Hall.
- Poli, R. (2014). Africans' Status in the European Football Players Labor Market. *Soccer and Society*, 7, 2-3.
- Poli, R. (2015). Migrations and Trade of African Football Players: Historical, Geographical and Cultural Aspects. *Africa Spectrum*, 41(3), 12-19.
- Ratten, V. (2011). Sport-based entrepreneurship: Towards a new theory of entrepreneurship and sport management. *International Entrepreneurship and Management Journal*, 7, 57-69.
- Ratten, V. (2012). Sports entrepreneurship: Towards a conceptualization. *International Journal of Entrepreneurial Venturing*, 4, 1-18.

- Rhee, J., Park, T. & Lee, D. H. (2010). Drivers of innovativeness and performance for innovative SMEs in South Korea: Mediation of learning orientation. *Technovation*, 30, 65-75.
- Rinehart, R. (2010). Emerging arriving sport: Alternatives to formal sports. *Handbook of Sports Studies*, 1, 504-520.
- Roberts, P. W. & Amit, R. (2013). The dynamics of innovative activity and competitive advantage: The case of Australian retail banking, 1981 to 1995. *Organization Science*, 14, 107-122.
- Robson, C. (2011). *Real world research: a resource for users of social research methods in applied settings*. Chichester, UK: John Wiley & Sons Ltd.
- Rogers, E. M. (2010). *Diffusion of innovations*. New York, NY: Simon and Schuster.
- Rosebush, D., Leavell, H. & Maniam, B. (2012). Trends in outsourcing and its future. *Journal of American Academy of Business, Cambridge*, 18(1), 100-106.
- Rubera, G. & Kirca, A. H. (2012). Firm innovativeness and its performance outcomes: A meta-analytic review and theoretical integration. *Journal of Marketing*, 76(3), 130-147.
- Rundh, B. & Gottfridsson, P. (2015). Delivering sports events: The arena concept in sports from a network perspective. *Journal of Business & Industrial Marketing*, 30, 785-794.
- Saunders, M., Lewis, P. & Thornhill, A. (2012). *Research Methods for Business Students*. (6th Ed.). New Jersey, NJ: Pearson Publishers.
- Shami, A. (2013). *Effect of innovation, organizational learning on organizational performance Tavanir companies*. Unpublished Master's Thesis, South of Tehran University.
- Simachev, Y., Kuzyk, M. & Feygina, V. (2015). Public support for innovation in Russia firms: Looking for improvements in corporate performance quality. *International Atlantic Economic Conference*, 21, 13-31.
- Stewart, B., Smith, A. & Nicholson, M. (2013). Sport consumer typologies: A critical review. *Sport Marketing Quarterly*, 12, 206-216.
- Tapp, A. (2014). The loyalty of football fans – We'll support you ever more? *Journal of Database Marketing & Customer Strategy Management*, 11, 203-215.
- Thibault, L., Slack, T. & Hinings, B. (2013). A Framework for the analysis of strategy in nonprofit sport organizations. *Journal of Sport Management*, 7, 25-43.

- Thiéart, R. A. *et al.* (Dir.) (2014). *Management Research Methods*. (4th Ed.). Paris, FR: Dunod, Coll. Management – Human Resource.
- Thorpe, H. & Wheaton, B. (2011). Generation X Games, action sports and the Olympic movement: Understanding the cultural politics of incorporation. *Sociology*, 45, 830-847.
- Tsai, W. (2011). Knowledge transfer in intra-organizational networks: Effects of network position and absorptive capacity on business unit innovation and performance. *Academy of Management Journal*, 44, 996-1004.
- Tustin, D., *et al.* (2005). *Marketing Research in Practice*. Pretoria, SA: UNISA University Press.
- Vaccaro, I. G., *et al.* (2012). Management innovation and leadership: The moderating role of organizational size. *Journal of Management Studies*, 49, 28-51.
- Volberda, H. W., Van Den Bosch, F. A. & Heij, C. V. (2013). Management innovation: Management as fertile ground for innovation. *European Management Review*, 10(1), 1-15.
- Vos, S. & Scheerder, J. (2014). Fact or fiction? An empirical analysis of cooperation between mass sport providers at the local level. *European Journal for Sport and Society*, 11, 7-34.
- Vos, S., Breesch, D. & Scheerder, J. (2012). Undeclared work in non-profit sports clubs: A mixed method approach for assessing the size and motives. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 23, 846-869.
- Walker, R. M. (2008). An empirical evaluation of innovation types and organizational and environmental characteristics: Towards a configuration approach. *Journal of Public Administration Research and Theory*, 18, 591-615.
- Walsh, J. P. & Ungson, G. R. (2011). Organizational memory. *Academy of Management Review*, 16, 57-91.
- Wilmot, M. R. (2015). Baseball bats in the high tech era: A products liability look at new technology, aluminum bats, and manufacturer liability. *Marquette Sports Law Review*, 16, 353-380.
- Winand, M., *et al.* (2013). Determinants of service innovation: A typology of sports federations. *International Journal of Sport Management and Marketing*, 13, 55-73.
- Wolfe, R. A. (2014). Organizational innovation: Review, critique and suggested research directions. *Journal of Management Studies*, 31, 405-431.

- Zamani, E. (2013). Creativity and innovation in organizations. *Journal of Business Innovation and Performance*, 2(2), 33-45.
- Zarehi, M., et al. (2010). The relationship between the company's strategic orientation and organizational performance using the Balanced Scorecard approach. *Journal of Business Administration*, 3(1), 1-9.
- Zarghami, H., Jafari, M. & Akhavan, P. (2012). The relationship between creativity and motivation of individuals for innovation in research organizations: a case study at the Institute Prdazshh Vshmnd symptoms. *Initiative and Creativity in the Humanities*, 1(4), 114-126.
- Zintz, T. & Winand, M. (2013). The sports federations. *CRISP Weekly Mail*, 21(9), 5-52.

APPENDICES

APPENDIX I: COVER LETTER

Mathiu Charity Kanario,
United States International University - Africa,
P.O. Box 14634 – 00800,
Nairobi.

13th March 2017

Dear Respondent,

REF: REQUEST FOR YOUR PARTICIPATION.

I am a Masters student at the above mentioned university and I am conducting a research on “Influence of Sports Innovation on Organizational Performance”; this is in Partial Fulfillment of the requirements of the Masters of Business Administration degree program. I hereby request you to fill the attached questionnaire to the best of your knowledge and understanding.

Information provided will be highly confidential, and will be used for academic purposes only. Further if you wish to access a copy of the final report, I may avail it upon request.

Thank you for your time and cooperation.

Sincerely,

Mathiu Charity Kanario.

APPENDIX II: QUESTIONNAIRE

Kindly fill the questionnaire appropriately.

SECTION A: Demographics

1. Please indicate your gender

Male [] Female []

2. Please indicate your highest level of education

Certificate [] Diploma [] Degree [] Masters []

Others [] Specify _____

3. Please indicate your age bracket

Less than 25 Yrs [] 26-35 Yrs [] 36-45 Yrs [] 46 Yrs and above []

4. How long have you been working with FKF?

1-5 Yrs [] 6-10 Yrs [] 11-15 Yrs [] 16-20 Yrs []

21 Yrs and above []

5. Does FKF employ sports innovation in its business undertaking?

Yes [] No [] Not Sure []

6. If yes, how would you rate FKF's speed of adoption of sports innovation?

Low [] Moderate [] High [] Very High []

7. How would you rate the influence of sports innovation on FKF's performance?

Low [] Moderate [] High [] Very High []

SECTION B: Extent of Sports Innovation in Sports Federations

8. Using the following key (SD='strongly disagree', D='disagree', N='neutral', A='agree', SA='strongly agree'), how would you agree with the following statements in relation to the extent of sports innovation in FKF?

Sports Innovation in Federations	SD	D	N	A	SA
FKF as an organizations aims at adopting new types of service innovation most relevant to it, as opposed to product innovation					
FKF introduces new services to existing customers in order to increase its effectiveness, its quality and its customers' satisfaction					
FKF focuses on promoting sports through 'the provision of programs and services to its members					
FKF receives support to promote innovation from its inter-organizational network and the government					
FKF can increase its attractiveness by promoting innovative services to get more people involved in the sport					
A continuous support of a recognized leader within FKF is important in the success of innovation					
Close partnership with a local partners can be used to aim at improving innovation efficiency and service quality					
FKF devotes time for its staff to create new knowledge internally or externally by exploring new opportunities or developing existing products or services					
Employees' commitment and attitude towards innovation is the main starting point for knowledge creation and therefore the application of new knowledge					
The capability of FKF to innovate is related to its absorptive capacity (its ability to recognize the value of new ideas, to assimilate them and exploit them)					

SECTION C: Sports Innovation Challenges in Sports Federations

9. Using the following key (SD='strongly disagree', D='disagree', N='neutral', A='agree', SA='strongly agree'), how would you agree with the following statements in relation to the sports innovation challenges faced in FKF?

Sports Innovation Challenges in Federations	SD	D	N	A	SA
Innovation in the service context has an intangible nature, making it harder to assess as it involves both consumption and production in the same time period					
Sports fans attentiveness to team statistics and data is required in order to retain current consumers by integrating new ideas and information					
FKF finds a challenge of providing multiple languages on their websites to entice new fans					
FKF needs to change to meet the expectations of other businesses and consumers who see innovation as a core part of the sport					
Innovation processes take time to be integrated into FKF, despite some having immediate changes					
There are trade-offs at FKF between implementing innovations and keeping the status quo of the organization					
Technological innovations in FKF is hard to assess as there is limited research on how it affects the development process					
The process of developing a sport-related technological innovation requires more research aimed at understanding the difference between traditional manufacturing and other industry contexts					
Innovations create a change in the market, which has implications for FKF and its managers for example the lack consensus in their application					
In sports innovation, the challenge is that, consumers are completely different from consumers of other types of services due to their loyalty and emotional attachment to the sport					

SECTION D: Mitigating Strategies that Facilitate Adoption of Sports Innovation in Federations

10. Using the following key (SD='strongly disagree', D='disagree', N='neutral', A='agree', SA='strongly agree'), how would you agree with the following statements in relation to the mitigating strategies that facilitate adoption of sports innovation at FKF?

Mitigating Strategies at FKF	SD	D	N	A	SA
FKF has an innovation strategy that involves the organization being committed to developing ideas that involve planning and forecasting					
FKF does not have to adopt an innovation but, it responds to it by investing in the area of interest					
FKF is more open to innovations and tends to be more interested in being proactive about its future trends					
The size of FKF as an organization does not affect its ability to focus on innovation due to resource and time issues					
FKF can take risks with innovation processes due to their continual government support and funding					
FKF has managers who have forward thinking, which influences the rate of innovation occurring within the organizations					
Manager's longevity in FKF helps determine innovation performance since they can build the capacity for innovation through motivation					
FKF manages the innovation process with the help of political processes that deal with specific legislation and incentives					
FKF managers play a critical role in making sure innovation is adopted and developed as a way of ensuring competencies are more aligned to emerging practices					
FKF's ability to access knowledge is an important part of its competitiveness as it selects ideas based on an opportunity analysis of potential benefits and pitfalls					

THANK YOU