EFFECTS OF RISK MANAGEMENT STRATEGIES ON TRIPLE BOTTOM LINE OF FOOTBALL EVENTS IN NAIROBI COUNTY, KENYA

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DECLARATION

DEDICATION

My very special dedication goes to my dad, Mr. Laban Otemba, my mum Mrs. Risper Otemba; for your greatest inspiration. It's from your moral and financial support, encouragement, prayers, and love that I managed this academic journey. I would also like to express indebtedness to my brothers, sister and friends for fully supporting me. They all played a big role in motivating me throughout my period of study

ABSTRACT

Football organizations have been facing various challenges in Kenya ranging from management problems and event security threats which have been addressed in various continents. However limited has been done to address these challenges in Kenya. Triple bottom line (TBL) measures are critical to any organization and paramount for successful planning and organizing of sports events in today's world. The link between risk management strategies and TBL measures of football events seems to be unclear in Kenya. Furthermore, literature related to risk management strategies that need to be put in place to ensure TBL of football events in Kenya are limited. The main objective of this study was to determine the effects of risk management strategies on Triple Bottom Line of football events in Nairobi County, Kenya. The hypotheses of the study were that risk control strategies ($H0_1$), risk avoidance strategies ($H0_2$) and risk transfer strategies ($H0_3$) do not significantly affect TBL of football events in Nairobi, Kenya. The target population was 882 football stakeholders that comprised Federation of Kenya Football (FKF) organizers, Kenya Premier League (KPL) organizers, officiators, footballers and cheer leaders/fans out of which 268 formed the sample size. Instruments for collecting data included self-administered questionnaires, interview schedules and observation check list. Ten (10) managers of sports management bodies and administrative bodies were interviewed. The study employed both descriptive and explanatory research designs. Simple random sampling and stratified sampling techniques were used to select respondents to participate in the study. Data was analyzed using both descriptive statistics (frequencies, mean and standard deviation) and inferential statistics (linear multiple regression). Hypotheses were tested using T-test. Instruments subjected to Cronbach's Alpha were all reliable at a level of 0.7.The findings of this study based on hypotheses $H0_1$ and $H0_3$ revealed that risk control (p=0.000) and risk transfer strategies (p=0.000) do not significantly affect TBL of football events and were rejected while hypothesis $H0_2$ revealed that risk avoidance strategies (p<0.57) had a significant effect on TBL was accepted. R^2 value was 0.471 which means the independent variables explained 47% variation in the dependent variable. The study concludes that risk control strategies and risk transfer strategies significantly affect TBL of football events while risk avoidance does not. The study, therefore, recommends the need for football organizations to invest in risk control measures such as providing security in entry and exit points as well as insurance covers for both participants and spectators in order to transfer risks and attain TBL of football events. In addition sports management bodies need to sensitize football stakeholders on various risks that arise in football events. The findings from this study may benefit the Ministry of Sports, Culture and Arts, Football organizing bodies such as Federation of Kenya Football, Kenya Premier League and other football stakeholders in formulation of policies aimed at managing and minimizing risks of football events.

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LIST OF ACRONYMS

AFC   Abaluhya Football Club

CO   Carbon monoxide

CO_2   Carbon dioxide

CSR   Corporate Social Responsibility

EMBOK   Event Management Body of Knowledge

FA   Football Association

FIFA   International Federation of Football Associations

FKF   Federation of Kenya Football

GoK   Government of Kenya

IOC   International Olympic Committee

KPL   Kenya Premier League

LOCOG   London Organization Committee of the Olympic and Paralympic Games

NCAA   National Collegiate Athletic Association.

NO_2   Nitrous oxide

RMT   Risk Management Techniques

UEFA   Union of European Football Association

OPERATIONAL DEFINITION OF TERMS

Football events: It's a sport played between two teams of eleven players with a spherical ball (Louise, 2008).

Risk: The degree of uncertainty and the possible potential loss that can be associated with the outcomes from a given behavior (Kwak and Stoddard 2004).

Risk avoidance: The elimination of activities and exposures that can negatively affect success of an event and engaging in alternative activities (Rawson, 2008).

Risk control: A step of hazard management process that involves practical aspects of dealing with the risk in question (Kerzner, 2001)

Risk management: The identification, assessment, and prioritizations of risks followed by coordinated and economical application of resources to minimize, monitor and control probability and/or impact of unfortunate events or to maximize the realization of opportunities (Hubbard and Douglas, 2009).

Risk transfer: Contractual shifting of pure risks to another party by means of insurance policies adapted (Swarbrook *et al.,* 2003)

Sustainability: The process of living within the limits of available physical, natural and social resources in ways that allow the living systems in which humans are embedded to thrive in perpetuity (Academic Advisory Committee for Office of Sustainability at University of Alberta, 2010).

Triple bottom line: The financial, social and environmental effects of a firm's policies and actions that determine its viability as a sustainable organization (Elkington, 1997).

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CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter addresses the following sections: background of the study, statement of the problem, objectives of the study, research questions and the significance of the study.

1.1 Background of the Study

The benefits of Football as a sport include uniting people, improving their self-esteem, increasing a people's pride, raising awareness on disability, inspiring children and promoting wellbeing (Smith, 2009). Football is a complex contact sport that demands physical, physiological, technical and tactical skills; and the risks of injury, lack of or inadequate physical resources, hooliganism and corruption are considerable (Ekblom, 1986; Reilly, 2000). According to O'Brien (2007), planning and organizing of successful sports events require application of risk management strategies-risk control, risk avoidance and risk transfer.

Risk management, however, is a series of steps in which objectives stipulated include identifying, addressing and eliminating risk items before they become either threats to successful operation or a major source of expensive rework (Boehm, 1989). According to these handbooks (Association for Project Management, 2004; Research context Project Management Institute, 2008), this problem solving approach indicates that actors in the risk management process, based on an information collection and analysis process, decide upon measures taken so as to lower the probability of risks occurring, or minimize the impact of the risks that occur. Ropponen and Lyytinen (1997) as well as McGrew and Bilotta (2000) consider the risk management process in more detail,

arguing that risk management activities have a positive impact on a timely project delivery.

In addition, risk management activities lead to a better estimation of the resources needed to perform a task (Ropponen and Lyytinen, 1997), and decrease the number of task failures (McGrew and Bilotta, 2000). Furthermore, risk management process involves the systematic application of management policies, processes and procedures to the tasks of establishing the context, identifying, analyzing, assessing, treating, monitoring and communicating risks (Cooper *et al.,* 2005).

Risk avoidance involves changing the project plan to eliminate the risk or the condition that causes the risk in order to protect the set objectives from its impact. This may be either by eliminating the source of risk within a project or by avoiding the project (Merna, 2004). If the risk has significant impact on the project, the best solution is to avoid it by changing the scope of the project or, worst scenario, cancel it. Accordingly, Kerzner (2001) defines risk control as an art or practice of dealing with risks which could affect the best practices in an organization and hinder its potential towards achieving their set objectives.

Risk transfer is another aspect in which Potts (2008) asserts that risk should be transferred to those who know how to manage it. This would mitigate the higher costs and additional work, usually called risk premium (Potts, 2008). For example, depending on the risk's character, it can be transferred to insurance companies and football clubs, among others. The actors that the risks can be transferred to are, for example, the insurance companies and football clubs among others depending on the risk's character. As a result, this could lead to higher costs and additional work, usually called risk

premium (Potts, 2008). It must be recognized that the risk is not eliminated; it is only transferred to the party that is best able to manage it (PMI, 2004).

Shifting risks and the negative impacts they bring is also an option when the risks are outside the project management's control, for example political issues or labor strikes (Darnall and Preston, 2010). The situation may also consist of catastrophes that are rare and unpredictable in a certain environment. According to Winch (2002) risks that are beyond the management's control should be transferred through insurance policies.

Triple Bottom Line (TBL) brings out the idea that the operation and performance of a given organization or company be measured based on the overall impact it has towards the environment, social capital and economic prosperity (Green Paper 2001). Triple Bottom Line was used for the first time in 1994 by John Elkington in an article in California Management Review and was expanded and explained thoroughly in 1998 in a book entitled *Cannibals with Forks: the Triple Bottom Line of 21st Century Business* (Gnap, 2012). Elkington argued that organizations should be formulating three different (and quite discrete) bottom lines; first, is the traditional measure of corporate profit; which explains the profit and loss account, second being the one for the organization's 'people account', which is a measure in some shape or form of how socially responsible an organization has been throughout its operations. The third one is the bottom line of the company's 'planet' account, which means measuring how it has impacted the environment (Hindle, 2008).

The Triple Bottom Line strategies could be applied to achieve effective risk management for sustainable football events in Kenya (Gonzalez and Vicente, 2015). According to Savitz (2006), the Triple Bottom Line captures the essence of sustainability by measuring the impact of an organization's activities on the world,

including both its profitability and shareholder values and its social, human and environmental capital.

In United States of America (USA), personal injury on the football pitch is predicted and is related to lack of policies and procedures on minimum facility standards on safety and suitability or sanitation (Maloy, 1991). According to Jennings (2008), football hooliganism in Europe is cited as a dangerous conflict situation that could lead to police using fire arms and pepper sprays as control measures. The evaluation on International Federation of Football Associations (FIFA) 2006 World Cup in Germany and the London 2012 Olympic Games revealed that pick pocketing and theft, drug dealing, distribution of fake tickets and sale of fake merchandise were major economic risks (Jennings and Lodge, 2009). In Nigeria, Onwumechili (2014) cites possible violence by football players towards football administrators due to withheld wages and bonuses without valid reasons.

In Kenya, there is a risk of local coaches being relieved of their job in preference to foreign coaches when teams perform poorly and the risk of hooliganism when officiating and coaching are perceived to be poor (Wandera, 2013; Kwalima, 2016; Olilo, 2016). Hooliganism is also blamed on police not creating a buffer zone between fans of competing teams, leading to physical confrontation between the fans (Disanto, 2013). Terrorism has also been cited by the Kenya Premier League (KPL), Federation of Kenya Football (FKF) and Kenya Stadia Management Board as a possible risk, in view of the terrorist attack on Westgate Mall in Nairobi in September 2013 (Oloo, 2013).

From the foregoing it is essential for stakeholders in risk management for sustainable football events to apply strategies to enhance risk management and ensure sustainability

in football events, particularly economic, environmental and social justice sustainability. The study therefore determines the effect of risk avoidance, risk control and risk transfer on Triple Bottom Line of football events.

1.2 Statement of the Problem

Football remains the most popular spectator sport in the world. About 250 million licensed players in 204 countries are registered with Federation of International Football Associations (FIFA, 2001). The sport has risks of physical injury, hooliganism, corruption deals and inadequate physical resources (Ekblom, 1986; Reilly, 2000). Adang and Brown (2008) cite football hooliganism in Europe as a dangerous risk situation that may lead to use of firearm and pepper sprays in controlling it. Pick pocketing and theft, drug dealing, distribution of fake tickets and sale of fake merchandise are also cited as major economic risks at Olympic and World Cup football events (Jennings and Lodge, 2009).

Consequently, Football organizations around the world have employed various strategies to minimize such negative incidents. Some of the strategies are training of officiators, crowd management and taking security and safety measures during football events. However, despite such measures, these incidents still occur frequently. For example, violence in Kenya during football events has resulted in perceived poor officiating, poor coaching and lack of control of fans (Disanto, 2013; Oloo, 2013; Wandera, 2013).

Based on the above issues, it could be an indicator that strategies such as risk control, risk avoidance and risk transfer, if enforced by football organizers could ensure effective Triple Bottom Line of football events in Kenya, hence the need to address and possibly seek solutions to alleviate the problems. Therefore, this study seeks to examine

the effects of risk management strategies on Triple Bottom Line of football events in Nairobi County, Kenya.

1.3 Purpose of the Study

To examine the effects of risk management strategies on triple bottom line of football events in Nairobi County, Kenya.

1.4 Objectives of the Study

i. To establish the extent to which risk control strategies affect Triple Bottom Line of football events in Nairobi County, Kenya.

ii. To examine the extent to which risk avoidance strategies affect Triple Bottom Line of football events in Nairobi County, Kenya.

iii. To determine the extent to which risk transfer strategies affect Triple Bottom Line of football events in Nairobi County, Kenya.

1.5 Research Questions

i. To what extent do risk control strategies affect Triple Bottom Line of football events in Nairobi County, Kenya?

ii. To what extent do risk avoidance strategies affect Triple Bottom Line of football events in Nairobi County, Kenya?

iii. To what extent do risk transfer strategies affect Triple Bottom Line of football events in Nairobi County, Kenya?

1.6 Hypotheses

$H0_1$: Risk control strategies do not significantly affect Triple Bottom Line of football events in Nairobi County, Kenya.

H0$_2$: Risk avoidance strategies do not affect Triple Bottom Line of football events in Nairobi County, Kenya.

H0$_3$: Risk transfer strategies do not significantly affect Triple Bottom Line of football events in Nairobi County , Kenya.

1.7 Significance of the Study

Social, economic and environmental Triple Bottom Line measures are critical in any organization and important for successful planning and organizing of football events. According to Epstein (2009), sustainability framework or model, which in this study is used as Triple Bottom Line, is a powerful opportunity to create enduring value for multiple football stakeholders to be included in planning and organizing risk management activities for sustainable football events. Football organizations have been facing various challenges in Kenya ranging from management problems and event security threats which have been addressed in various continents but limited has been done to address these challenges in Kenya. Wandera (2013), Kwalima (2016) and Olilo (2016) cite risks in Kenya such as hooliganism by fans, perceived poor officiating and poor coaching and local coaches being relieved of their jobs in preference to foreigners when their teams lose matches. This study will be beneficial to benefit the Ministry of Sports, Culture and Arts, Football organizing bodies such as Federation of Kenya Football, Kenya Premier League and other football stakeholders in formulation of policies aimed at managing and minimizing risks of football events.

1.8 Scope of the Study

The research entailed an investigation into the effects of risk management strategies on Triple Bottom Line of football events in Nairobi County, Kenya. The study was undertaken at FKF and KPL headquarters in Nairobi. The FKF headquarter is located

at Nyayo Stadium, which is a multi-purpose stadium in Nairobi. The FKF was chosen because it is a private organization that has the mandate to manage football activities in Kenya and is recognized by FIFA. The KPL on the other hand is an organization affiliated to FKF to manage football activities and it operates under FKF regulations. It is situated at Brookside Drive in Westlands, Nairobi. The study was conducted between the months of December 2016 and June 2017.

1.9. Limitations of the Study

Effects of risk management strategies on Triple Bottom Line of football events are sensitive strategies for management of any organization concerned with planning and organizing sports events, including football. There was limited literature because little research has been done in Kenyan and African football on Triple Bottom Line and there were few insurance policies governing football events. During data collection, there was obstruction at the gates to the stadiums such that it was not easy to observe everything within the wide area coverage at the same time. The respondents were scattered in the various stadiums and government offices making it expensive in time and fare to reach them.

CHAPTER TWO

LITERATURE REVIEW

2.0. Overview

This chapter discusses the concept of Triple Bottom Line in events management, concept of risk management which includes risk avoidance, control and transfer strategies, theoretical and a conceptual framework.

2.1. Concept of Triple Bottom Line in Events Management

The concept of Triple Bottom Line is broadly acknowledged as being multidimensional and its various dimensions have brought to light different discourses over time and have often been treated separately. It is important for local authorities to invest in the football events to enjoy the advantage it brings in terms of development (Sparvero and Chalip, 2007). According to Epstein (2009), sustainability framework or model is a powerful opportunity to create enduring value for multiple football stakeholders to be included in planning and organizing risk management activities for sustainable football events.

Sustainability, in this study referring to as Triple Bottom Line, is the process of living within the limits of available environmental, social and economic resources and activities (Daly, 1992; Elkington, 1997; Goodland, 2001; World Bank, 2004; Sustainable Measures, 2010; Gonzalez and Vicente, 2015).

2.1.1 Environmental factors in sustainability

Environmental factors in Triple Bottom Line such as resource planning, overexploitation, pollution and environmental policies are fundamental issues that need to be addressed for sustainability of events. Sports events, including football, can indirectly produce three types of pollution: air, water and soil pollution. The main threat is generally air pollution caused by CO_2, NO_2, CO emissions and noise. Control

measures for this include hearing protection, adhering to stadium fans population size guidelines of between 5,000 and 100,000 depending on stadium capacity, banning use of horns, pipes, and trumpets/vuvuzelas and encouraging courteous behavior among fans. These measures will avoid obstructing, irritating and injuring fans (Raj, 2009).

Emissions emerge from transportation of participants and material to and out of the site (Jones, 2009; Raj and Musgrave, 2009). Control measures include employing energy efficiency and conservation practices; using carbon-free or reduced-carbon energy resources; and capturing and storing carbon either from fossil fuels or from the atmosphere (Stephens, *et al*., 2009). Environmental Triple Bottom Line needs sustainable consumption by a stable population (Goodland, 2001; World Bank, 2004). In Europe football stadium pollutants include assorted litter left behind by fans after football events, which could provide medium for bacterial multiplication and also emit foul smell. This can be controlled by using deodorant sprays and clearing after the match (Bsales, 2010).

There are also carbon gases emitted by sports fans in crowded stadiums and these results to air pollution (Thomas, 2014). Trumpet (vuvuzela) use in stadiums has been cited in South Africa to predispose to flu and cold viral infections which predispose to lung diseases (Garthh, 2013). Creating awareness and advising on proper vuvuzela choice and blowing techniques can be considered as possible solutions. Promotion of green game, putting signage in the stadiums and recycling programs are meant to reduce waste at sporting events and also to educate spectators on ways that individuals can adopt sustainable measures in their places of residence (Pfahl, *et al*., 2014). These initiatives may be attributed to the belief that continuous attention on the environment for sports organizations may inspire the public to adopt eco-friendly practices in their day to day lives (Kellison and Kim, 2014).

Overexploitation refers to using renewable resources to the point of diminishing returns. Sustained overexploitation can lead to the destruction of the resource. The term may apply to destruction of natural and manmade resources including money and water (Kenneth, 2005). The planning process is one of the most important aspects in successful Event Management: the more robust the plan, the smoother the journey to success. Good planning is a continuous process and good plans should be adaptable and flexible; they require a solid foundation and a straightforward structure designed to help one get started in the initial stages of event planning (Ramsborg, 2008).

Large sports events may consume enormous quantities of water even up to the level of wastage and damage to the essential facilities such as toilets. Organizers need to encourage responsible behavior among fans by providing essential information about resources use, not only water, but other merchandise (Raj and Musgrave, 2009). Financial planning, fundraising and sponsorship constitute sustainable resource planning strategies (Kartakoullis, 2013). According to Pyengchang (2010), mega events can be wasteful to organizations as they use resources such as money planned for long term use in a short period of time. This leaves the government responsible for ensuring sustainability of the football economic status. This implies that other than the football organizations, government also bound to fund football events.

Sport is a unique and powerful cultural phenomenon. Besides having significant social and economic impacts, sport has many environmental impacts. Sport's ecological footprint is considerable, but the environmental impacts of sport have received relatively little attention. Many sporting organisations are now beginning to address the fact that sport is demanding on the physical environment, particularly with the emphasis on sustainability of the London 2012 Olympics (Jenkins, 2012).

Andrea et al. (2008) and Lewis et al. (2009) cite a number of environmental control policies for sustaining football events. These policies include alcohol control policy and practices, which controls alcohol related problems such as assaults; drink-driving at or near sporting events; events management policies which include facility use and maintenance, and photograph and film/video policy that addresses fees chargeable for using stadium and events reporting. The other policies are signage policy that gives directions and transportation and the packing policy. These policies are meant to ensure a smooth flow of football events to a successful end.

The importance of having all the planning issues covered is that, by anticipating problems, special needs and hidden costs, the management can be calm during the storm of the event and have a reservoir of strategies in case of a crisis. According to Dolles and Soderman (2010), it was important for organizers of football events to be encouraged to protect the environment in London. Policies on facility use, alcohol control and signage policies, among others, could be adopted.

Dolles and Söderman (2010) asserted that protection of the environment in London was important and organizations of football events were encouraged to protect it. The policies may be adopted by the Stadia Management Board and include facility use policies, alcohol control policies and signage policies among others.

The development of an organizational risk management policy and support system is needed to provide a framework for carrying out a program. Crucial to the success of the program is the support of the management committee and its desire for the philosophy to become a part of the club's culture, which is in the Algerian Football League (AFL, 2004). The football club's Executive Committee defines and documents its policy for

risk management. This policy should be relevant to the club's strategic context and its goals, objectives and the nature of the business (AFL, 2004).

Major football stadiums consume a large amount of energy that is un-renewable and this has placed significant problems on their cities' public utilities. For example, in the USA alone, 14% of the nation's potable water is consumed on physical facilities and is responsible for the waste output of 30%. There is also consumption of 40% for the use of raw materials, carbon dioxide emissions being represented by 38%, 24-50% of energy use and electricity consumption of 72% (U.S. Green Building Council, 2011).

There is need for environmental stewardship in management of sports events, especially football, where the football stakeholders need to adopt pro-environmental initiatives related to facility operations and management. In the USA, for instance, more than 40 major sports facilities have been recognized for sustainable designs by the U.S. Green Building Council since their certification program began in 2008 (Kellison, 2014).

In order to ensure a strong environmental Triple Bottom Line in football events, sport managers have taken strategic approaches to raise environmental awareness among sport spectators and community members (Pfahl, 2010). These approaches include forming internal, cross-functional sustainability teams that are used to develop environmental vision and mission statements, budget for modifying and improving the stadiums, creating sustainability team policies, conducting audits of environmental practices and initiatives that are done on the ground, and also provide facility tours to the general public.

The commitment to such environmental Triple Bottom Line is a universal plan, which encourages everyone to participate in the implementation of the set projects. It is

however important that strategic plans be put in place so as to be proved legitimate and earn the trust of sport spectators (Inoue and Kent, 2012). There is need for a fundamental approach that can be used to benefit football organizations so that the organizations can create awareness of football stakeholders to ensure Triple Bottom Line of football events (McCullough and Cunningham, 2010; Pfahl, 2010).

Recycling and composting bins are seen to be the most commonly used tools that create awareness in environmental Triple Bottom Line of football events (McCullough, 2013). In football arenas, such tools help the stakeholders to adhere to keeping the environment clean. Based on research that has been done previously, increased awareness of environmental issues among individuals leads to increased environmental behaviors (Davies *et al.,* 2002; McCullough and Cunningham, 2011). Furthermore, McCullough (2013) noted that physical signage can help fans visualize the effort that the sport organization has taken to improve its environmental standing and give the spectators an opportunity to participate in environmentally sustainable behaviors that potentially leads to positive habitual behaviors.

Globally, sport organizations, including football, have website for discussing environmental Triple Bottom Line. Thus they are able to elaborate on their efforts to progressively improve on sustainability practices (Ciletti et al., 2010).

The Athletics Department of Ohio State University together with the University's Sustainability Office operates a website on which reports and information are posted concerning zero waste efforts at Ohio Stadium (The Ohio State University, 2013). The website helps in improving environmental Triple Bottom Line, through creating awareness to local community members and other environmental groups. As a result of creating this awareness, fans and other stakeholders work together with sport

organizations as these organizations appear authentic (Inoue and Kent, 2012). Inoue and Kent (2012), McCullough (2013) and Casper et al. (2014) observed that organizations can leverage fan identification to influence sport spectators' event behaviors and everyday behaviors.

Based on this, it was noted that sporting events are non-threatening and nonpolitical events that offer a platform to engage and educate fans on environmental Triple Bottom Line issues and encourage football events and everyday behaviors. This is done with an intention to engage more football fans in sustainable environmental behaviors such as throwing litter at the correct places among other measures, while watching their respective matches at the stadiums (Casper *et al.,* 2014).

2.1.2 Economic factors in sustainability

Economic factors adopted in Triple Bottom Line are currently a big business all over the world in football events. In Europe, sources of funding of football clubs are gate collections, transfer of players at a fee to other clubs, lottery staging in television media, sale of assets such as buildings, businesses such as buying equities shares in other companies and realizing dividends, and organizing funds drives (Naggy, 2012). However, stringent regulations have been put in place by FIFA and other bodies, such as UEFA, which include selling of lottery rights to particular television media to avoid abuse, such as money laundering.

Football clubs are obliged to provide periodic income expenditure statements which help to detect any financial impropriety. A clear administrative structure is a requirement for any football club where elections are held to put in office persons who can ensure accountability of club affairs, including financial management (Stöhr, 2010; Gorbani *et al.,* 2012*).*

Cities, regions, states and countries are competing vigorously with one another for the right to host mega-events. Political conventions, religious conferences and sports events such as the summer and Winter Olympic Games, the World Cup, Commonwealth Games and the Pan American Games qualify as mega events. For example, China hosted the 2008 Summer Olympics, India the 2010 Commonwealth Games, South Africa the 2010 World Cup, Russia the 2014 Winter Olympics and Brazil the 2014 World Cup. In addition, Brazil hosted the 2016 Summer Olympics and Russia is hosting the 2018 World Cup (Peeters *et al.,* 2014). Competition for these events has intensified given the common perception that they have the capacity to transform the economic landscape in the cities and countries that host them (Victorr, 2011). In 2003, the direct economic activity attributed to sport was around Ksh 13,531 million and 421,000 jobs-approximately 1.8% of all employment in Kenya (Coalter, 2009).

Football, as a major sports event is a good way of speeding investments in various areas and improving infra-structure (Barclay, 2009). Through such investments, economic Triple Bottom Line is enhanced and this can promote national economy. When a country invests in infrastructure, especially for football events, there is reduction in public services, the government goes an extra mile to borrow or even increase taxation levels that can promote football sustainability (Barclay, 2009).

The Department of Sport and Recreation of South Africa noted that the government spent a total of USD 3.12 billion on transportation, telecommunication and stadia. This investment was deemed high, but it acted as a motivation for other developing countries especially basing on budgeting strategies for football events, implementation of new government projects and management of such projects (OECD Observer and Nene, 2013).

In South Africa, during the 2010 world cup, the government reported that it generated an increase in economy, which contributed to positive economic Triple Bottom Line. The South African government contributed USD 509 million to the 2010 real GDP. It also created USD 769 million in benefits for households, out of which USD 228 million was used to support communities whose families have a low disposable income (OECD Observer and Nene, 2013). Moreover, it generated a direct impact on labor where 130,000 jobs were created through constructions in stadia and infrastructure and hospitality industry (Sport & Recreation South Africa - SRSA- (2012).

2.1.3 Social factors in sustainability

Social factors in Triple Bottom Line of football events include developing manpower for future, such as developing referees, coaches and footballers, and funding for football activities, and social corporate responsibility. The social aspect of Triple Bottom Line or sustainability encompasses notions of equity, empowerment, accessibility, participation, cultural identity and institutional stability (Sustainable Measures, 2010; World Bank, 2004).

As early as the first Olympic festival in 776 B.C, the Greeks viewed sports, especially football, as a means to unify the civilized world despite the political differences (Goldberg, 2000). McIntosh (1966), Smart (1967), Williams (1988), Shephard and Trudeau (2008) and Crissey *et al.,* (2009) observe that active involvement in sport has an impact on academic achievement, through enhancing concentration and confidence. Sport, including football, can be used to rehabilitate offenders (Council of Europe 1989; National Audit Office 2006). At the level of local communities and society generally, sport can also play a role in building relationships in local communities, especially amongst young people and even warring communities (Department for Culture Media

and Sport, 2004; Sport England 2008). According to Smith (2009), sporting events create a range of positive social effects including reinforcing collective identities, uniting people, improving self-esteem, increasing civic pride, raising awareness on disability, inspiring children and increasing participation in sport.

Football in social perspective leads to development and promotion of unity and order in the world by integrating stakeholders from all dimensions of the world when they travel all over to engage in football events (Robertson, 1992; Tomlinson, 1999). This means football stakeholders travel globally with the aim of watching ball and entertaining themselves. Furthermore, sport has been championed as being a strong instrument for change, particularly at the professional and international levels. Football has been used to improve the living standards of people, foster diplomatic relations and integrate competing nations and stimulate education programs and economic activities in developing nations ((United Nations, 2000; Hayhurst, 2009; Nelson *et al.,* 2011; García, 2012; Natural Resources Defense Council, 2013; United Nations, 2014). Triple Bottom Line in football events helps in building a link between development and football (FIFA, 2014).

In United States of America, Street soccer is known to use sports as a way of building a strong community social fabric between different social groups and fostering social inclusion (Peachey *et al.,* 2011).

Football events have been used as a means of international relations and are still used as a tool for conflict resolution and diplomatic purposes, as well as in political movements (Baker, 1988; Peppard and Riordan 1993; Bloomfield, 2003; Gasser and Levinsen, 2004; Sugden, 2006). For instance, it ensured cultural diplomacy thus playing an important role that led to South African hosting the 2010 FIFA World Cup (Ndlovu,

2010). This is also noted by Merkel (2008) who found that sport was a tool for diplomatic dialogue between North Korea and South Korea. The dialogue led to footballers from the two countries carry a flag of unity at the World Cup in the year 2002.

Organising a first-class competition packed with excitement and addressing consumer issues such as a healthy and safe match experience means making the event accessible, the provision of adequate information on ticketing and data protection (FIFA, 2014). Sport imparts many more indirect social benefits on the participants and spectators, including improved physical health and psychological well-being and greater social connections and community cohesiveness (Social Issues Research Centre, 2006).

Recent literature on major sporting events identifies the ability of sports to create a range of positive social effects such as reinforcing collective identities, uniting people, improving self-esteem, increasing civic pride, raising awareness of disability, encouraging volunteering, increasing participation in sport and promoting wellbeing (Smith, 2009).

Greater physical activity can tackle obesity, reduce the incidence of a wide range of diseases and contribute to mental health (Department of Health 2009). Sport can also be used to manage stress and psychiatric conditions (Rumbold, 2012). In seeking to extend some of these benefits to sporting events, European Healthy Stadia Network actively promotes health policies and practices, advocates smoke free environments and provides healthier food options (European Healthy Stadia Program, 2009).

The FIFA, in collaboration with the English Football Association, promotes health measures as a social form of Triple Bottom Line of football events by encouraging

people in developing countries to participate in sports and also by assisting in the development of sport infrastructure (Levermore, 2008). Another organization that reinforces on heath aspects in football events is the *"Right to Play" organization, a global organization that works with more than 20 countries* using sport to educate and empower children to overcome the effects of poverty and disease in vulnerable communities around the world (Right to Play, 2014). The FIFA also helps in improving physical health and enhancement of psychological health (World Health Organization, 2003).

2.2 Concept of Risk Management

Risk management is referred to as the measures and activities done in order to manage risk (Aven, 2008). Effective risk management in football events requires a systematic approach to control the range and impact of potential losses that may occur as a result of hooliganism, lack of or inadequate resources and poor planning.

Risk management is intended to pull down possible risk that may occur Ellul and Yerramilli, (2010), thus leading an organization achieving its set goals, especially in terms of its performance. Typically, it was associated to value for money in order to achieve desired output rather than taking risks on control and accountability of cash flow (Vincent, 1996). Risk Management enhances constructive approach towards controlling risk management values and emphasizes on importance of awareness of event organizers to deal with risks (Vincent, 1996). The risk management strategies were adapted in the study, and the strategies are Risk Control, Risk Avoidance and Risk Transfer.

2.2.1 Risk Avoidance Strategies

Risk is an integral part of any business, including football. According to Nieman *et al.,* (2003) risk avoidance means not investing in a new venture or in an existing venture. Accordingly, football organizers must be ready for risks when organizing football events. Risk avoidance strategies include fairness of referees, crowd management and motivation. Proactive Triple Bottom Line initiatives are an opportunity for organizations to differentiate themselves as leaders in the industry, the environment and the society and ensuring long-term business success (Deloitte, 2007).

According to Gray and Larson (2006) and Event Management Body of Knowledge-EMBOK-(2000), risk can be avoided by changing the plan to eliminate the risk or conditions that create the risk. However, risks that prove to be only treatable or containable to an acceptable level should be terminated (HM Treasury document, 2004). This option should be considered when it becomes clear that the projected cost/benefit relationship is in jeopardy.

Refereeing Strategies, if well employed, are crucial in averting risks that could be fatal if not finely executed. Football referees are common figures in the game of football and they occupy a sensitive and important position for the smooth functioning of football events. It is therefore very important for them to be fair when officiating football events to avoid chaos that may arise (Groot, 2005; Baldwin, 2008) thus their poor officiating can cause financial and psychological damage to various clubs, their proprietors, fans and individual players.

Groot (2005) observes that there are numerous occasions during a match that the referee or his assistants can decide to favor one team over the other. The favors include awarding offside whether a goal is scored or not, awarding a penalty or not and giving

a yellow or red card without valid reason (Sutter and Kocher, 2004; Gobbard, et al., 2007). Thus there is a need for referees to follow correct processes in making just decisions when officiating football events (Niehoff and Moorman, 1993). In Kenya, as seen above, there is a risk of hooliganism when refereeing is perceived to be poor (Wandera, 2013).

Effective use of verbal and non-verbal communication by referees and assistant referees could avoid risky decisions that could trigger hooliganism during and after football events (Baer, 1990; Steel, 1993; Evans, 1994; Bar-Eli *et al*., 1995); Australian Coaching Council, 1996; Dickson, 2000; Folger and Cropanzzo, 2001). A referee who maintains a calm manner when communicating a decision in complex game situations conveys a sense of control and maturity (Anshel, 1989).

Crowd management strategies are vital in minimizing risks that can be caused in large gatherings similar to those witnessed in football events. A crowd is a large group of people that may be defined through a common purpose or set of emotions such as at sports events and political rallies (Powell, 1994). Crowds are defined by their shared emotional experiences like those witnessed during sports events, especially football (Price, 2003). According to Reicher (1984), crowds give rise to a sense of power which allows members to express their identity even in the face of external opposition.

Football violence can be traced back to the 14th century in England when King Edward 11 reportedly banned football activities because he believed the disorder surrounding matches might lead to social unrest (Kwalimwa, 2014). A major cause of crowd violence is fans' rivalry which leads to crowd disaster in a football stadium, resulting in deaths, injuries or damages (Carter *et al.,* 1989). For instance, in 1985 there was fans' rivalry witnessed between Liverpool of England and Juventus of Italy at Heysel

Stadium in Brussels, Belgium. This led to a disaster in which 39 people died and 600 were injured (Powell, 1994).

The concept of crowds and their individual and group behaviors are examined with the various psychological aspects of the individual being discussed, as well as the overall psychological dimensions of the crowd (Kingshott, 1993). Disanto (2013) observes that failure by the police to create a buffer zone between fans of competing teams could lead to possible hooliganism and physical confrontation between fans of the competing teams. According to Fried (2005) managers should be concerned with alcohol related indiscipline problems among fans, which could pose risk to sustainability of football events. The National Collegiate Athletic Association-NCAA-(2008) proposes that coaches, referees and assistant referees should be empowered to stop a game when the safety of participants and fans is compromised, through rowdy crowds.

Fining a stakeholder responsible for group/crowd indiscipline is a measure that could help ensure risk management strategies and sustainability for football events. Juma (2013) reports of a football event in Kenya involving Kenya National Team and Guinea Bissau National Team where FKF was fined one million shillings over crowd trouble when Kenyan players protested a goal scored by Guinea Bissau and a Kenyan goal keeper confronted the match referee.

Overcrowding in football events is also noted as being the cause of disaster in football stadiums (Dimmock and Grove, 2005). More than 93 people lost their lives and over 200 others injured at Hillsborough stadium at Sheffield, England, in 1989 (The Hillsborough Stadium Disaster, 1989). At some point, a larger group of fans struggling to enter the stadium caused police to open all gates in order to control crowd pressure. However, instead of controlling it, the sudden force caused by fans led them into

enclosed terraces, creating critical overcrowding (The Hillsborough Stadium Disaster, 1989).

A similar scenario happened in 1985 where 30 people were injured while 10 others lost their lives in Mexico City (Bralley, 2007). In 1981 24 soccer fans were killed in Athens Stadium in Greece and in Bangladesh 100 people were seriously injured when fans rampaged at a tense Bangladesh League match (Ayari, 2011; Kwalimwa, 2014). In 1988 in Katmandu, Nepal, more than 100 people died and 700 were injured. In African continent, such cases were experienced in Egypt in 2012, where 74 people died and several were injured in Cameroon when fans rioted in June after a draw with Senegal (Hussein, 2012; Ayari, 2011). On 23rd October 2010 five Kenyan fans were trampled to death and many others injured in a stampede at Nyayo National Stadium, Nairobi. The stampede was due to overwhelming number of spectators entering the stadium. The stadium ended up being banned from hosting FIFA events until safety measures were in place. All these incidents greatly affect Triple Bottom Line of football events, hence the need for management strategies towards avoiding them.

In view of the large crowds that attend football events, the potential of crowd trouble is often high, especially looking at the large crowds that attend football events (Powell, 1994). Powell also noted that, in football arenas and other sports related areas, stampedes, fires, bombs, heat exhaustions, stage's collapsing, overcrowding and rioting are experienced thereby leading to thousands of deaths and injuries every year globally. FIFA (2008) observes that dangerous crowding can arise if fans force their way into a football stadium that is already full to the capacity or almost full by either jumping or breaking through the fence.

To avoid this risk, boundary walls, fences and gates should be of the appropriate height and strength to prevent fans from jumping and need to be monitored by either police men or CCTV cameras (FIFA, 2008).

The layout of football stadiums, design of circulation routes and design and location of facilities can have a fundamental influence on crowd behavior. In order to achieve sustainable football events, small entrances or a limited number of turnstiles may control crowd flow into crumped areas, but may result in dangerous build- ups on the other hand (Powell, 1994).

During football events, visitors familiar with a venue are likely to use known routes to favorite viewing points and may persist in doing so even if the routes are closed. Those who do not know a venue may block routes while deciding which way to go. In an emergency, people often leave by the way they know best even if it appears more dangerous (Powell, 1994). Crowd trouble can also be caused by injuries or violence in the football stadiums which may be as a result of steep slopes, locked gates, convergence of several routes into one and uneven or slippery flooring of steps (Taylor, 1989).

According to Young (2002), the primary crowd management objectives are the avoidance of critical crowd densities and the triggering of rapid group movement. Crowd management must take into account all the elements of a football event in order to ensure Triple-Bottom Line is observed. Such elements may include the stadium capacity, methods of entrance, communication, crowd control and queuing (Wann, 2006). Crowd management need to be encouraged in order to control violence during football events. For instance, during a field experiment into rioting and police intervention, Kreveld *et al.* (1991) found that accountability and group norms made

important contributions to the overall understanding of crowd behavior. Accordingly, if nonviolent norms are made salient, the chances of escalation of any conflict between police and crowd members can be reduced. It was therefore found that perceived accountability was proved to be related to a heightened public self-awareness, a less extremely positive evaluation of fellow crowd members and less intergroup differentiation.

Most major crowd disasters in football events can be prevented by simple crowd management strategies (Garland and Rome, 2000). Therefore football organizations should critically redefine the roles of all football stakeholders to ensure sustainable football events, improve the quality of the advance intelligence and the effectiveness of the planning process. Imposing of stricter rules and legal provisions that prevent trouble-makers from entering the stadium for a period of time is also a measure that can reduce crowd disaster (Garland and Rome, 2000).

According to Ashihundu (2014), club fans found guilty of causing a match to end before 90 minutes should be arrested and charged in a court of law. Units on safety and security in liaison with the higher security organs in the country should be set up. Stadiums which do not achieve the minimum safety standards for hosting a League match should be suspended. For example, Gor Mahia Football Club lost its sponsorship by Super Sport Limited which terminated live broadcast of matches involving the club due to safety concerns. Kenya Premier League officials' also suspended use of Thika, Bukhungu and Chemelil stadiums until those stadiums achieved the minimum safety standards (Nyende, 2011).

Motivation, as a risk avoidance strategy, has been a common topic in psychology and recreation for several decades and more recently an integral part of research related to sports as it influences persistence, learning, and performance (Beaudion, 2006; Duda, 1989). If football officiators and players are well motivated, they will help in ensuring sustainable football events through maintaining law and order. Poor turn up of team supporters not only kills the morale of the players but also translates to poor pay to the footballers. The increasing emphasis on rewards such as money, power (authority), and prestige are important resources of motivation. People are socialized to have these resources because they are motivators to Triple Bottom Line of football events (Weber, 1968).

The introduction of an emphasis con rewards set up the conditions for sport becoming more like work than play, hence boosting Triple Bottom Line (Alt, 1983; Adler and Adler, 1996; Andrews, 1996; Armstrong, 1996 and McDonald, 1996).

However, Onwumechilia (2014), points out that withholding of wages and bonuses is a possible cause of demotivation and violence by footballers towards football administrators. Poorly paid footballers also contribute to the poor performances of teams. This leads to fans directing their anger to the team management and boycotting further matches. Omollo (2015) cites a situation in Kenya where the Kenya's National Team players' allowances and air tickets were delayed when they were to travel to Cape Verde to play against her National Team. Avoiding such incidents would help motivate players and prevent risks during management for Triple Bottom Line of football events.

2.3 Risk Control Strategies

Kerzner (2001) defines risk control strategy as the art or practice of dealing with risk. Department of Homeland Security in the USA identifies high profile sports events as

likely terrorist targets (Lipton, 2005). These may affect Triple Bottom Line strategies for sustainable football events in economic, social and environmental dimensions. The risk of terrorist attack during football is considerably higher in Kenya in view of the fact that an attack has happened before, at Westgate Mall in Nairobi in September 2013.

There is need to strike a balance between successful stadium design and stadium management for successful safety and security (FIFA, 2012). This will make organizers of FIFA events aware of their duties and responsibilities before, during and after matches in relation to safety, security and order at the stadiums. In order to ensure maximum security for triple-bottom line of football events, South Africa, for example, invested 364 million USD in ports of entry, USD 1.35 billion in train stations, airports and roads, and USD 156 million in broadcast technology during the 2010 World Cup. The country also spent USD 135 million to cater for security. As a result of this, 40,000 police officers who were deployed during that time were retained to carry on their duties after the world cup Sport & Recreation South Africa -SRSA- (2012).

FIFA (2008) recommends that football stadiums should have a Venue Operations Center (a room from which people responsible for ensuring there is security in the stadiums can easily monitor when there is a football event). This will help in identifying and addressing vulnerable situations. Vulnerability is defined as an exploitable capability; an exploitable security weakness or deficiency at a facility, entity, and venue or of a person (General Security Risk Assessment Guideline, 2003).

According to National Counter Terrorism Security Office (2008) good housekeeping reduces the opportunity for planting suspect packages or bags and helps to deal with false alarms and any other forms of tricks that could be used. Overcrowding due to selling of more tickets than is safe for the size of the facility should be avoided to

prevent vulnerability in case escalators fall (Alegi, 2004). According to Steinbach (2008) security plans such as risk management, emergency response and evacuation plans need to be scrutinized. Sport venue managers should identify vulnerabilities in their security systems in order to improve security at their respective sites (GoK, 2006; National Counter Terrorism Security Office, 2006).

Safety measures in football events have been identified as a key public health issue in several reports. These measures include banning of noise pollutants (use of horns, pipes trumpets/vuvuzelas), adhering to stadium fans population size guidelines of between 5,000 to 100,000 depending on stadium capacity, encouraging courteous behavior among fans so that they avoid obstructions, irritations and injuries, having police in place and creating a buffer zone between fans of competing teams (Egger, 1990; Egger, 1991; David Light *et al.,* 2005; Disanto, 2013).

Other security measures that could be taken include banning clubs for a period of time, introducing membership only grounds and improving relations clubs, their local communities to promote better behavior by spectators, introducing identity card system for all football fans attending matches and building parameter fences (Bies 1990; Egger, 1990; Dickson, 2000; Beckman 2006).

Danish and Nellen (1997), Martens, (1997), Dickson (2000) and Holt *et al*., (2008) recommend training of officiators in security threat assessment and analysis, counselling skills, life skills, and administrative leadership. The training will help officiators to deal with various challenges. The training will also help to foster social Triple-Bottom Line of football events.

In order to enhance Triple-Bottom Line in sports events, especially football events, the International Olympic Committee (IOC) has established the Olympic Solidarity Commission aiming at using sport as a training tool and educational tool (International Olympic Committee, 2013). The commission promotes training for sports administrators, coaches, referees and other medical practitioners who assist in ensuring Triple Bottom Line of football events.

2.4 Risk Transfer Strategies

According to British Government Department for Developing and Executing Government's Public Finance and Economic Policy, risk transfer refers to delivery of services that are contracted out. Swarbrooke *et al.,* (2003) suggest that risk should be transferred from the operator to others. Transferring risks can be undertaken by the conventional method of insurance, or by paying a third party to take the risk (Gray and Larson, 2006; EMBOK, 2000).

It is important for football organizers to have insurance covers for their organizations, for any damages or losses that they may incur in case football events turn chaotic (Nieman *et al.*, 2003; Swaarbrooke, *et al.,* 2003; Gray and Larson, 2006; Palich*, et al.,* 2006). Retained risk is either funded or unfunded (Valsamakis *et al.,* 2004). A risk is unfunded and retained when no provision is made for the financial consequences of a loss. Funded risk, on the other hand, is a planned risk retention where a program or procedure has been set up to fund losses should they occur. De Loach (2000) refers to the capacity to bear risk as the capacity of the organization to undertake such a risk.

As seen above, risk should be transferred to those who know how to manage it (Potts, 2008). The actors the risks can be transferred to include insurance companies, football clubs among others, depending on the risk's character. As a result this could lead to

higher costs and additional work, usually called risk premium (Potts, 2008). It must be recognized that the risk is not eliminated; it is only transferred to the party that is best able to manage it (PMI, 2004). Shifting risks and the negative impacts they bring is also an option when the risks are outside the project management's control, for example political issues or labor strikes (Darnall and Preston, 2010).

Risk situations may also consist of catastrophes that are rare and unpredictable in a certain environment (Winch, 2002). Nieman *et al., (*2003) suggest that some risks should be retained either because they cannot be identified or because no decision has been made on how to handle them. Risks can be categorized as follows: those with practical means of avoidance, unknown risks, those whose consequences are not serious, those whose consequences of avoiding them are unacceptable and the risks that are actively desired. These should be considered when deciding on a strategy of retention.

Indemnification is a principle borrowed from insurance law. As explained in the Law of Higher Education (Jossey-Bass, 2007). Indemnification is the standard mechanism by which a college assumes liability for risks incurred by its trustees. Under an indemnification agreement, the indemnitor agrees to be responsible for defending any lawsuit filed against the indemnitee (the trustee) and to pay legal fees incurred by the indemnitee and any judgment or settlement arising from the lawsuit.

2.5 Theoretical framework

For the sociology of sport to advance, a theory of sport needs to be developed. The propositions are tied to more abstract propositions within exchange and conflict theory. These propositions form a foundation upon which a more comprehensive theory of sport can be built.

Tie to Exchange and Conflict Theory

The study adopted Tie to Exchange and Conflict Theory. According to this theory, there are a number of exchange relationships that are formed between stakeholders such as athletes, fans, coaches, and team owners (Snyder and Spreitzer, 1989). The theory focuses on intrinsic and extrinsic rewards that enhance achievement of satisfaction among stakeholders in sports, including football. Conflict in football could occur when the custom of mutual benefit (exchange relationship) is broken (Turner, 1991).

This is because sports has potential for conflict whenever needs of stakeholders are unmet. Extrinsic rewards include money, prestige and power, which are scarce resources. Once players become aware of scarce resources, then those who miss the rewards may not question the legitimacy of the organization or management plans.

Models for Sustainability

Models of sustainability offer a comprehensive theoretical framework integrating environmental, economic and social aspects of sustainability. They exhibit the underlying ethical principles, broad goals and measurable objectives of a study. According to Hamedani (2014), human beings need to adapt to nature and not vice versa. The following models have been used to understand the concept of sustainability.

Sustainability stems from a simple model used to facilitate the comprehension of the term: the triangle of environmental (conservation), economic (growth), and social (equity) dimensions which is shown in three interlocking circles. This model is also called 'three pillar' or 'three circles model'. It is based on basic aspects of human society, but does not explicitly take into account 'human quality of life'.
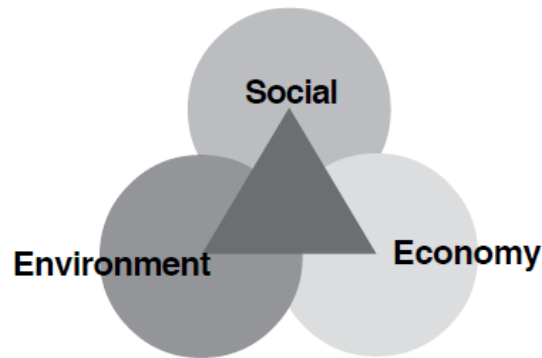
Dimension of Sustainability

Source: Johann Dréo, 2006

Prism of Sustainability

This model describes sustainability in economic, social, environmental and institutional dimensions whereby each dimension of the prism of sustainable development is important based on how these indicators have been explained showing how sustainable development can be achieved (Valentin and Spangenberg 1999; Stenberg 2001). Kain (2000) however argues, that economic dimension consist of assets coming from all four dimensions and notes confusion to the description and analysis.
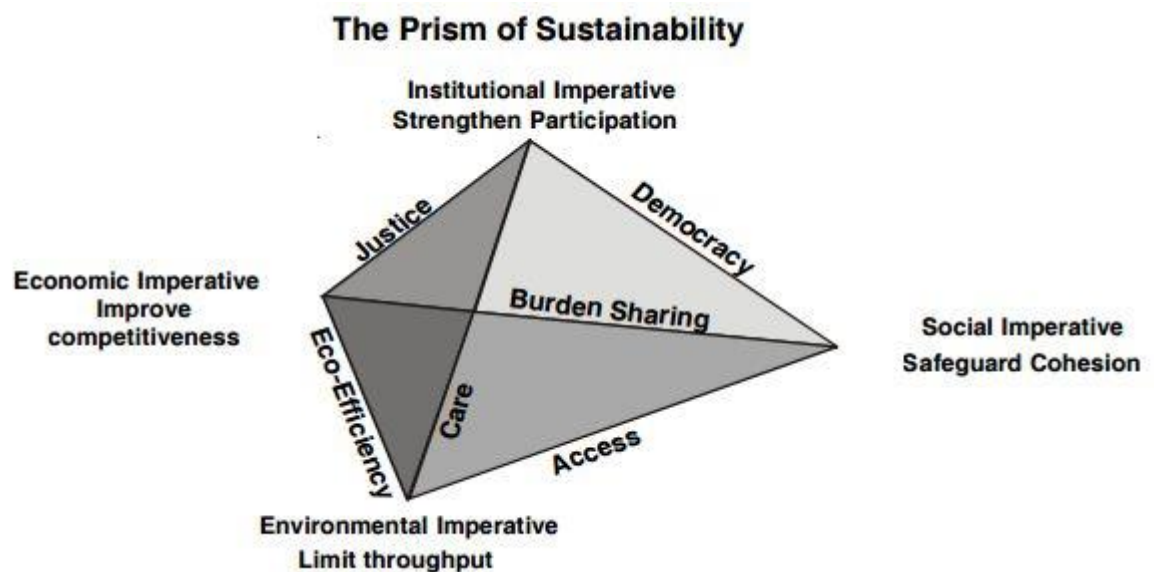
1999).

The Egg of Sustainability

The 'Egg of Sustainability' model was designed in 1994 by the International Union for the Conservation of Nature, IUCN (Guijt & Moiseev 2001). This model illustrates the relationship between people and ecosystem as one circle inside another, like the yolk of an egg, which put the ecosystem in the center, indicating that without ecosystem well-being social and economic well-being won't be manageable. The 'Egg of Sustainability' model was designed in 1994 by the International Union for the Conservation of Nature, IUCN (Guijt & Moiseev 2001). Busch-Lüthy (1995) has proposed a similar egg, placing economy and society instead of people in the yolk which could mean that for ecosystems well-being, human beings need to maintain it. This also implies that human beings are part of ecosystem and that they entirely depend upon the other. Social and economic development can only take place if the environment offers the necessary resources such as raw materials, space for new production sites and jobs, constitutional qualities (recreation, health etc.)

IUCN's egg of sustainability (Source: IDRC 1997)
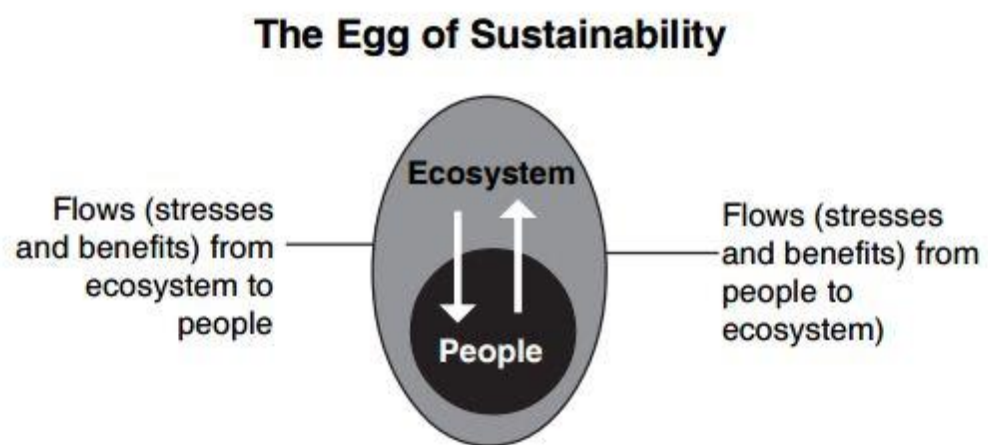
2.6 Conceptual Framework

The conceptual framework depicted in (figure 2.1) models the relationship between risk management strategies and Triple Bottom Line. The independent variables in the study were risk management strategies defined by risk control, risk avoidance and risk transfer.

Independent variables   **Dependent variable**

(Risk management Strategies)   **(Triple bottom line of football)**
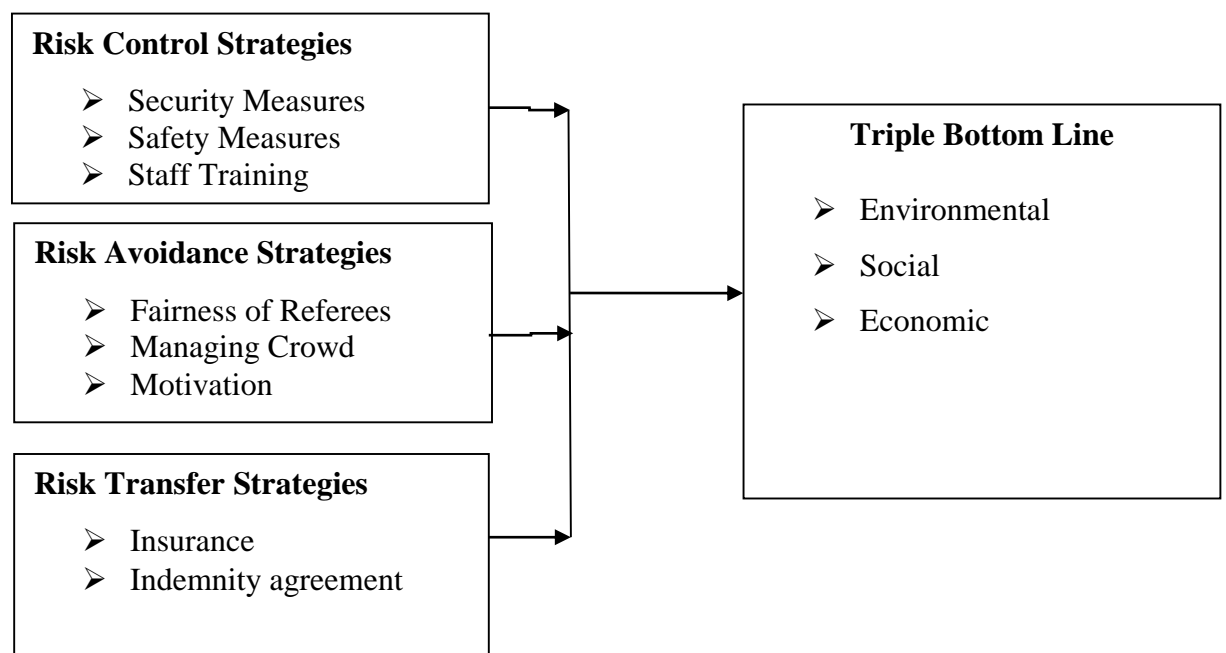
Figure 2. 1: Conceptual Framework

Source: Modified from (O'Brien, 2007; Gonzalez and Vicente, 2015)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter looks at the methodological procedures used in this study. This included research design, study area, target population, sampling design and sample size, sampling procedure, data collection instruments, data analysis and presentation and ethical considerations.

3.1 Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It is the conceptual structure within which research is conducted and constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). The study employed descriptive and explanatory research designs. This enabled the researcher to find out the extent to which risk management strategies affect Triple Bottom Line of football events in Nairobi, Kenya. The designs also allowed an in depth inquiry of risk control strategies, risk avoidance strategies and risk transfer strategies from the study population. The research designs also allowed the researcher to use inferential statistics to establish the significant relationships between the dependent and the independent variables in the presentation of the results of this study through description of data results.

3.2 Study Area

The study was undertaken in Nairobi County, which is the capital and largest city of Kenya. The city and its surrounding areas form Nairobi County. Nairobi covers an area of 692km2 at about 1,661m above sea level. It has a population of approximately 3,183,295 (National census, 2009). It is the African Great Lakes region's sporting Centre. The premier sports facility in Nairobi and generally in Kenya is the Moi International Sports Centre in the suburb of Kasarani, which comprises 60,000 seater stadium, the second largest in the African Great Lakes.

Football is the most popular sport in the city by viewership and participation. This is highlighted by the number of football clubs in Kenya Premier League, including Gor Mahia, A.F.C. Leopards, Tusker and Mathare United among others.

3.3 Target Population

This refers to a group of individuals, persons, objectives or items with common characteristics   from which a sample is taken for measurements (Kothari, 2006). The study targeted 882 employees of FKF and KPL working at the headquarters in Nairobi County as shown in table 3.1 and ten managers as key informants of two sports management bodies and two administrative bodies.

3.4 Sampling Design

A sample is a subset of the population; it comprises some members selected from it. Mugenda (2010) and Spiegel (2008) define a sample as part of the total population. Kothari (2008) describes a sample as a collection of units chosen from the universe to represent it.

According to Kombo and Tromp (2009) a sample is a finite part of a statistical population whose properties are studied to gain information about the whole or universe. By studying the sample one is able to draw conclusions that are generalizable to the population of interest (Sekaran and Bougie, 2011).

3.4.1 Sample Size Computation

The study employed the Krijcie and Morgan Formulae (1970) to determine the sample size because the target population is finite. The following Krijcie and Morgan Formulae was used to determine the sample size.

$$S = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)}$$

Where:

S = Required Sample size

X^2 = the table value of chi-square for 1 degree of freedom at 0.05 degree of accuracy

(3.841)

N = Population Size

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%)

d = Degree of accuracy (5%), expressed as a proportion (.05); It is margin of error

Desired Sample Size therefore comprised of 268 respondents as represented in Table 3.1.

3.4.2 Sampling Frame

Sampling frame which has the property that researcher can identify every single element and include any in the sample. The most straight forward type of frame is a list of elements of the population (preferably the entire population) with appropriate contact information.

Table 3. 1: Sampling Frame for the Study

S/N	NAME OF BODY	TARGET POPULATION	%	SAMPLE SIZE
1	Federation of Kenya Football(FKF)	35	4	11
2	KPL:			
	- Executive commissioners	67	8	20
	- Standing commissioners	108	12	33
	- Referees	122	14	37
	-Supper League Officials	121	14	37
	- Match Commissioners	118	13	36
	- Division One Commissioners	143	16	43
	- Division two commissioners	136	15	41
	- Football club captains	16	2	5
	- Head fans	16	2	5
	TOTAL	882	100%	268

Source: Researchers (2016)

3.4.3 Sampling Procedure

Sampling procedure is the process of deriving a sample from a given population. This is done with the keen understanding of the characteristics of the population including size, distribution and other features that distinguish the elements in the population to ensure all aspects of a population are captured in the selected sample (Korir, 2011).

The study employed stratified and simple random sampling. Stratified sampling was used to stratify the football organizers according to their specific roles. Simple random sampling was used where respondents were selected using randomizing computer software that gave all the respondents equal opportunity of answering questions because it was assumed they all had the capacity to respond well.

3.5 Data Collection

According to Sekaran (2003), data collection is the means by which information is obtained from the selected subject of an investigation. Primary and secondary data were used in the study. Primary data refers to information a researcher obtains from the field,

that is, from the subjects in the sample collected while secondary data is information obtained from previous research articles and other relevant written literature (Mugenda and Mugenda, 1999).

3.5.1 Data Collection Instruments

Primary data was acquired by the researcher using questionnaires which were administered to the respondents in person. While using the questionnaire, the subject responded to the questions in the questionnaire. Most items used a five point Likert scale questionnaire ranging from 1-Strongly agree, 2-Agree, 3-Slightly agree, 4-Disagree and 5-Strongly disagree. The questionnaires were administered to all the targeted employees. The advantage of the questionnaires was that they were issued to a large number of people at the same time (Zohrabi, 2013). Open ended and closed questions were used since they were easy to use, analyze and capture data. These questions also enhanced consistency of response across the respondents. The questionnaire were administered by drop and pick method. This was to allow the respondents to fill in the questionnaire at their convenient time because they were busy with their daily routines. Secondary data was collected through literature review and from other documents such as strategic plans and journals.

The researcher also used interview schedule and observation check list. Interview respondents were selected based on those who were willing to be interviewed. The researcher also asked for referrals on which people to interview. Based on observation, the researcher availed herself in the stadium during the match to oversee what the organizations were doing to manage risks to be able to establish if really their techniques were helping in Triple Bottom Line of football events and at this stage the researcher engaged players in informal discussions.

3.6 Reliability and Validity of Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. An instrument is valid if the instrument measures what it is supposed to measure, and reliable if the instrument is consistent and stable (Sekaran, 2005).

Reliability was measured using the Cronbach's Alpha at a level of 0.7%. According to Hair *et al.*, (2005) the general agreed upon lower limit for Cronbach's Alpha is =>0.70 but may decrease to =>0.60 in exploratory research and increase up to ≥ 0.80 in studies that require more stringent reliability. Therefore, Chronbach's Alpha was used in the study to determine the accuracy of the results after analysis. Content validity was used to help the researcher know what exactly is done at the stadium by football management in terms of ensuring sustainable football events. The content validity was achieved by ensuring relevance of the research results with theoretical approaches and literature reviews (DuPlooy, 2002). To ensure content validity, the researcher reviewed the literature in order to identify the items required to measure the concepts, for example, risk control, risk avoidance and risk transfer. The questionnaires were given to the supervisor to proof read and determine whether they make sense (Saunders *et al.,* 2007).

3.7 Data Analysis

Data was analyzed using both descriptive statistics and inferential statistics. Descriptive analysis included computation of mean and frequency, and in form of tables. Inferential was in form simple multiple regression which was used to test the statistical significance of the relationship involving the dependent and independent variables. The general multiple regression models used in the study was as follows;

Regression equation:

$Y_i = \beta_O + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ ……………………..……... (i)

Where;

Y_i is the dependent variable (Triple Bottom Line)

X is the composite of the independent variables.

The regression coefficients path β_0, β_1, β_2, β_3, measure the effect of X_1, X_2, X_3, when ε equals zero (0).

$Y_i = \beta_O + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ …………………………. (ii)

Where:

Y_i = the dependent variable (Triple Bottom Line)

X_1 = Risk Avoidance

$X2$ = Risk Control

$X3$ = Risk Transfer

β_o = intercept

β_I, β_2, β_3, = Beta coefficients

ε = Error term (Episolon knot) normally distributed about a mean of 0 and for purpose of computation, the ε is assumed to be zero (0)

3.8 Ethical Considerations

In this research, the researcher considered confidentiality, privacy and informed consent of the respondents. Confidentiality is the right to maintain autonomy on data collected while privacy refers to the control of who accesses personal information. Only relevant details that helped in answering the research questions were included. The researcher owed loyalty to the informants and honored promises associated with the research.

Ethical issues required informed consent by all participants agreeing to the research before it commenced and were informed on what the research was about and their role in the research. The respondents in this research were informed adequately about the procedures to be followed in the research, expected duration of participation, the context of privacy/confidentiality and the purpose of the research. From this, the respondents made their decision to participate in the study based on adequate knowledge of the study.

CHAPTER FOUR

RESULTS, DISCUSSION AND INTERPRETATION

4.0 Overview

This chapter presents and discusses results on the effects of risk management strategies on Triple Bottom Line of football events in Kenya. This include response rate, descriptive statistics, reliability test, factor analysis and inferential statistics.

4.1 Response Rate

The study targeted 268 respondents but 250 managed to fill the questionnaires leaving 18 questionnaires un-responded to hence only 250 which were all valid were used for the study. Therefore the response rate yielded 93% which was fairly good. The good response rate attained could have been attributed to the fact that all the respondents were literate and understood the questions.

4.2 Descriptive Statistics

Descriptive statistics are used to describe the basic features of data in a study. They provide simple summaries about the sample and the measures together with simple graphic analysis. They form the basis of virtually every quantitative analysis of data. The primary use of descriptive statistics is to describe information or data through the use of numbers and to give a clear view of raw data by presenting quantitative descriptions in a manageable form (Korir, 2011).

4.2.1 Socio-Demographic Data

The researcher started with looking at demographic characteristics of the respondents which specifically focused on their gender, citizenship, level of education, management level, and duration of work. As shown in table 1 below, majority of respondents were males, 149 (59.6%), while 101(40.4%) were female. Of the respondents, 227(90.8%)

were Kenyan residents, while 23(9.2%) were non Kenyan citizens. With regard to level of education, majority of the respondents 119(47.6%) had attained up to tertiary level, followed by university level 108(43.2%), secondary level, 19(7.6%) and finally 4(1.6%) respondents had had attained up to primary level.

Concerning management level, 100(40.0%) worked in the middle level of management, followed by 82(32.8) working as subordinate staff, 49(19.6%) at the managerial level, while those working as consultants were 19(7.6%).

With regard to their duration of work, majority of respondents 132(52.8%) had worked for a period between 1-5 years, followed by those who had worked for less than one year 58(23.2%), then those who had worked for more than ten years were 32(12.8%) and finally the respondents who had worked for their organizations for a period between 6-10 years were 28(11.2%)

Table 4.1: Demographic characteristics of respondents

Gender	Frequency	Percent
Male	149	59.6
Female	101	40.4
Citizenship		
Kenyan Resident	227	90.8
Non-resident	23	9.2
Education		
Primary level	4	1.6
Secondary level	19	7.6
Tertiary level	119	47.6
University level	108	43.2
Management		
Managerial	49	19.6
Middle Management	100	40.0
Subordinate staff	82	32.8
Consultant	19	7.6
Duration		
Less than one year	58	23.2
1-5 years	132	52.8
6-10 years	28	11.2
More than 10 years	32	12.8
Total	250	100.0

4.3 Descriptive Statistics on Risk Control Strategies

The researcher wanted to investigate the effect of risk control strategies on Triple Bottom Line of football events, where the respondents were asked to rate their feelings concerning a range of statements in relation to risk control strategies. The attributes were analyzed on a 5-point Likert scale to establish the level of agreement. Based on the encounter of security threats, 118(47.2%) of respondents strongly agreed that they are prone to security threats in management of sustainable football events. This was followed by 71(28.4%) representatives of respondents who agreed.22 (8.8%) slightly agreed, followed by 4(1.6%) who disagreed, and majority of them 140(35%) strongly disagreed with a mean of 3.9 and standard deviation of 1.4.

In reference to having security plans in place that help to avoid risks, 140(56.0) of the respondents indicated that they strongly agreed, 87(34.8%) agreed, 15(6%) slightly agreed while 8(3.2%) strongly disagreed. None of the respondents disagreed on this and a mean of 4.4 and standard deviation of 0.9 were recorded.

With regard to security officers being deployed in football arenas, 146(58.4%) of respondents strongly agreed, while75 (30.0%) agreed. 6% indicated that they slightly agreed, 4% disagreed while the remaining 1.6% strongly disagreed. A mean of 4.4 and standard deviation of 0.9 were recorded on this. When asked whether frisking is done at the gate before spectators are allowed into the stadiums, 68 (27.2%) of respondents agreed, 6% slightly agreed while 5.6% disagreed. Majority of them, 153(61.2%) strongly disagreed. None of the respondents strongly disagreed to that, and a mean of 4.4 and standard deviation of 0.8 were recorded. On the statement about football officiators being trained on how to effectively sustain football events majority of respondents 129(51.6%) agreed, 90(36.0%) strongly agreed, 8.8% slightly agreed, 3.6% disagreed while none disagreed. The statistical value of mean and standard deviation obtained were 4.2 and 0.7 consecutively.

In responding to the statement that they discuss with local authority about procedures to be followed to ensure safety of football stakeholders, 73(29.2%) of the respondents strongly agreed, 106(42.4%) were in agreement, 66(26.4%) slightly agreed, 5(2.0%) strongly disagreed and none of them disagreed. A mean of 4.0 and standard deviation of 4.9 was recorded from the results. On whether medical practitioners were employed to provide fast aid services, 195(78%) of respondents strongly agreed and 49(19.6%) agreed. For the slightly agree and disagree response, none of them answered, hence 6(2.4%) strongly disagreed. A mean of 4.7 and standard deviation of 0.7 were also

obtained from the results. Concerning surveillance systems being strategically located in the stadiums, majority of respondents 70(28%) strongly disagreed, followed by 72(28.8%) respondents who disagreed. 21(8.4%) slightly agreed, 25(10%) agreed, 62(24.8%) strongly agreed with a mean of 2.8 and standard deviation of 1.6.

In reference to the statement that football stakeholders are advised to ensure they are safe when watching football games, majority of respondents strongly agreed, which is equivalent to 106(42.4%). Another 42.4% agreed, 8.8% slightly agreed. A percentage of 4 %(10) disagreed, 2.4 %(6) strongly disagreed with a mean of 4.2 and standard deviation of 0.9. A summary of the responses on risk control strategies are as shown on table 4.2 below:

Table 4. 2: Measures of risk control strategies

Description	Strongly Agree		Agree		Slightly Agree		Disagree		Strongly Disagree		Statistics	
	f	*%*	*F*	*%*	*F*	*%*	*F*	*%*	*f*	*%*	*M*	*SD*
Security threats	118	47	71	28	22	9	4	2	35	14	3.9	1.4
Security plans to avoid risks	140	56	87	35	15	6	-	-	8	3	4.4	0.9
Deployment of security	146	58	75	30	15	6	10	4	4	2	4.4	0.9
Frisking at the gate	153	61	68	27	15	6	14	6	-	-	4.4	0.8
Training security officers	90	36	129	52	22	9	9	4	-	-	4.2	0.7
Reinforcement of safety procedures	73	29	106	42	66	26	-	-	5	2	4.0	0.9
Medical practitioners are deployed to provide fast aid	195	78	49	20	-	-	-	-	6	2	4.7	0.7
Surveillance systems strategically located in the stadiums	62	25	25	10	21	8	72	29	70	28	2.8	1.6
Football stakeholders are advised to ensure they are safe	106	42	106	42	22	9	10	4	6	2	4.2	0.9

Source: Data analysis (2017)

4.3.1 Risk Avoidance strategies

The results of respondents were collected on their level of agreement with risk avoidance indicators. Table 4.3 below gives a summary of how risk avoidance strategies were ranked by respondents. The study found that (120)48% of respondents strongly agreed that the organizations ensure referees are fair in officiating football events, (105)42% agreed

(14)5.6% slightly agreed while (11)4.4% strongly disagreed with a mean of 4.29 and standard deviation of 0.922. In response to whether they ensure referees are motivated by prompt payment, (137)54.8% strongly agreed, (66)026.4% agreed, (40)16% slightly agreed while (7)2.8% strongly disagreed and the mean of 4.8 and standard deviation of 0.9 were obtained. In relation to whether they hire foreign referees, only (32)12.8% strongly agreed, (17)6.8% agreed, (55)22% slightly agreed, (70)28% disagreed while majority of them, equivalent to (76)30.4% strongly disagreed. The mean and standard deviation were 2.4 and 1.3 consecutively. (53)21.2% strongly agreed that they ensure the number of spectators entering the stadium fits exactly the capacity required, (71)28.4% agreed, (83)33.2% slightly agreed, (22)8.8% disagreed while (21)8.4% strongly disagreed. The mean was 3.4 and standard deviation was 1.1. In responding to the statement that football pitch is marked by respective barriers for good contact spectators, (74)29.6% strongly agreed, (104)41.6% agreed, (22)8.8%slightly agreed, (17)6.8 disagreed, (33)13.2% strongly disagreed while the mean was 3.7 and standard deviation was 1.3. Based on paying football officiators promptly, (75)30% strongly agreed, (78)31.2% agreed, (48)19.2% slightly agreed, (5)2% disagreed and (44)17.6% strongly disagreed. The mean obtained was 3.4 while the standard deviation was 1.4. A summary of the responses on risk avoidance strategies are as shown on table 4.3 below:

Table 4. 3: Measures of risk Avoidance strategies

Description	Strongly Agree		Agree		Slightly Agree		Disagree		Strongly Disagree		Statistics	
	f	%	f	%	f	%	f	%	f	%	M	SD
Referees are fair in officiating events	120	48	105	42	14	5.6	00	00	11	4.4	4.29	0.922
Motivated referees by promptly payment	137	54.8	66	26.4	40	16	00	00	7	2.8	4.80	0.933
Hiring foreign referees to ensure sustainability	32	12.8	17	6.8	55	22	70	28	76	30.4	2.44	1.329
Spectators entering the stadium fit capacity required	53	21.2	71	28.4	83	33.2	22	8.8	21	8.4	3.43	1.165
Football pitch marked by barriers	74	29.6	104	41.6	22	8.8	17	6.8	33	13.2	3.68	1.321
Prompt payment of officiators	75	30	78	31.2	48	19.2	5	2	44	17.6	3.54	1.397

Source: Data analysis (2017)

4.3.2 Risk Transfer Strategies

The results of respondents were collected on their level of agreement with risk transfer indicators. The study found that (24)9.6% of respondents strongly agreed that they insure property in the football arena against damages, (79)31.6% agreed majority of (97)38.8% slightly agreed, (16)6.4% disagreed while (34)13.6% strongly disagreed. Results also showed a mean of 3.2 and standard deviation of 1.1 In response whether they insure players against injuries that they may be prone to when playing, (71)28.4% strongly agreed (60)24% agreed, (62)24.8% slightly agreed, (36)14.4% disagreed while (21)8.4% of the respondents strongly disagreed, with a mean of 3.5 and standard deviation of 1.3 consecutively. (35)14% of respondents strongly agreed that they don't hold organizations liable by allowing companies they organize football events for to sign indemnity agreement forms. (42)16.8% agreed, (70)28% slightly agreed, (77)30.8% disagreed while (26)10.4% strongly disagreed. A mean of 2.9 and standard deviation of 1.2 were obtained from the results. In relation to whether they indemnify their organization against players' injuries so that it is players responsible of their own negligence, (35)14% strongly agreed, (35)14% agreed, (50)20% slightly agreed, (39)15.6% disagreed while (91)36.4% strongly

disagreed. The mean and standard deviation obtained were 2.5 and 1.5 consecutively. A summary of the responses on risk transfer strategies are as shown on table 4.4 below:

Table 4. 4: Measures of risk transfer strategies

Description	Strongly Agree		Agree		Slightly Agree		Disagree		Strongly Disagree		Statistics	
	f	%	F	%	f	%	F	%	f	%	M	SD
Insure property in football arena against damages	24	9.6	79	31.6	97	38.8	16	6.4	34	13.6	3.17	1.13 3
Insure players against injuries when playing	71	28.4	60	24	62	24.8	36	14.4	21	8.4	3.50	1.27 1
Don't hold org liable by allowing companies to sign indemnity agreement forms	35	14	42	16.8	70	28	77	30.8	26	10.4	2.93	1.20 5
Indemnify org against players' injuries	35	14	35	14	50	20	39	15.6	91	36.4	2.54	1.45 1

Source: Data analysis (2017)

4.3.3 Triple bottom line constructs

The results about triple bottom line indicated that (119)47.6% of respondents strongly agreed that they consider having dust bins strategically located in different places to counter unnecessary littering in the stadiums. (52)20.8% agreed (52)20.8% slightly agreed, (15)6.0% disagreed while (12)4.8% strongly disagreed, and a mean of 4.0 and standard deviation of 1.2 was also obtained from the results. In response to whether they create footpaths to ensure people don't step on grass, (104)41.6% strongly agreed, (71)28.4% agreed, (29)11.6% slightly agreed, (32)12.8% disagreed while (14)5.6% strongly disagreed, with a mean of 3.9 and standard deviation of 1.2. In relation to whether they create awareness on the impact pollution of the environment, (100)40.0% strongly agreed, (50)20.0% agreed, (40)16% slightly agreed, (15)6.0% disagreed while (45)18% strongly disagreed, with a mean of 3.6 and 1.5 as standard deviation. (120)48% strongly agreed that they attract greater revenue from sale of admission tickets (84)33.6% strongly agreed, (24)9.6% agreed, (12)4.8% slightly agreed, (10)4%

disagreed while 4.0% strongly disagreed. A mean of 4.1 and standard deviation of 1.1 were recorded. In responding to the statement that they encourage authorities to invest in football by offering financial aid, (119)47.6% strongly agreed, (92)36.8% agreed, (28)11.2% slightly agreed, (6)2.4% disagreed while (5)2.0% strongly disagreed. The mean and standard deviation values regarding this were 4.2 and 0.9 consecutively.

Based on ensuring accountability for use of funds for development of football events, (119)47.6% strongly agreed, (92)36.8% agreed, (28)11.2% slightly agreed, (6)2.4% disagreed while (5)2.0% strongly disagreed. Statistical mean value was 4.9 and a standard deviation of 0.8.while none of the respondents strongly disagree. Based on whether they encourage and develop talents from grass root level, (190)76.0% strongly agreed, (36)14.4% agreed, (13)5.2% slightly agreed (11)4.4% disagreed while none of the respondents strongly disagreed. The mean and standard deviation values recorded were 4.6 and 0.8 consecutively. (163)65.2% of respondents strongly agreed that they encourage development of manpower for future football events, (46)18.4% agreed, (8)3.2% slightly agreed, (9)3.6% disagreed while (24)9.6% strongly disagreed. The mean was 4.3 and the standard deviation was 1.3. In responding to the statement that they reinforce implementation of health policies for sustainability of football events, (144)57.6% strongly agreed, (93) 37.2% agreed, (11)4.4% slightly agreed, (2)8.0% disagreed while none strongly disagreed, with a mean of 4.5 and standard deviation of 0.6. A summary of the responses on Triple bottom line are as shown on table 4.5 below:

Table 4. 5: Measures of Triple Bottom Line

Description	Strongly Agree		Agree		Slightly Agree		Disagree		Strongly Disagree		Statistics	
	f	%	F	%	f	%	F	%	f	%	M	SD
Dust bins located strategically	119	47.6	52	20.8	52	20.8	15	6.0	12	4.8	4.00	1.167
Footpaths to avoid stepping on grass	104	41.6	71	28.4	29	11.6	32	12.8	14	5.6	3.88	1.240
Awareness on pollution impact	100	40	50	20.0	40	16.0	15	6.0	45	18.0	3.58	1.501
Revenue from admission ticket	120	48	84	33.6	24	9.6	12	4.8	10	4.0	4.17	1.051
Encourage locals through financial aid	119	47.6	92	36.8	28	11.2	6	2.4	5	2.0	4.26	0.895
Accountability for use of funds	190	76.0	36	14.4	13	5.2	11	4.4	-	-	4.62	0.778
Develop talent from grass root level	163	65.2	46	18.4	8	3.2	9	3.6	24	9.6	4.26	1.277
Develop manpower for future events	144	57.6	93	37.2	11	4.4	2	8.0	-	-	4.52	0.622
Implement health policies for TBL of football	140	56.0	83	33.2	22	8.8	5	2.0	-	-	4.43	0.737

Source: Data analysis (2017)

4.4 Reliability Tests

Cronbach's alpha was used to test the reliability of the data collected. The highest value stood at 0.813 while the lowest value stood at 0.675. These results showed that the indicators used to measure the variables were reliable in explaining each of the variables under study because they were all above the 0.7 threshold. The independent variables for the study were risk control, risk avoidance and risk transfer.

Risk control which was denoted as X_1 had three indicators with a Cronbach Alpha of 0.749. Risk avoidance as X_2 with three indicators had a Cronbach Alpha of 0.718, risk transfer denoted as X_3 with two indicators had a Cronbach Alpha of 0.813 while the dependent variable Triple-bottom line (Y) with three indicators had a Cronbach Alpha of 0.694. A summary of the results are illustrated in table 4.6 below.

Table 4. 6: Reliability results

	No of items	Cronbach's Alpha	Cronbach's Alpha Based on standardized items
Risk control (X_1)	9	0.741	0.749
Risk avoidance(X_2)	6	0.693	0.718
Risk transfer(X_3)	4	0.797	0.813
Triple-bottom line(Y)	9	0.675	0.694
All variables(X_1,X_2,X_3,Y)	28	0.683	0.712

Source: Data analysis, (2017)

4.5 Factor Analysis

Factor analysis attempts to identify underlying variables, or factors, that explain the pattern of correlations within a set of observed variables. Factor analysis is often used in data reduction to identify a small number of factors that explain most of the variance observed in a much larger number of manifest variables (DeCoster, J., 1998). Factor analysis is performed by examining the pattern of correlations (or covariances) between the observed measures. Measures that are highly correlated (either positively or negatively) are likely influenced by the same factors, while those that are relatively uncorrelated are likely influenced by different factors (DeCoster, J. 1998). Factor analysis was carried out for each of the variables to reduce the number of items on each of the variables for ease of presentation, analysis, interpretation and discussion of the most significant factors.

4.5.1 Factor Analysis for Risk Control strategies

A series of questions were asked concerning the nature of risk control strategies on Triple Bottom Line of football events and responses were rated on a 5 point likert scale. Table 4.7 below shows the KMO (Kaiser Meyer Olkin) and Bartletts test. The KMO measure of sampling adequacy indicates a value of 0.532, which is above the minimum required value of 0.5. This value implies that the sample size was adequate for the variables entered for analysis. Bartletts test of sphericity that was used to test the

adequacy of the correlation matrix yielded a value of 891.251 with a significance level lower than 0.001, therefore the findings implied that the factor analysis was appropriate for the study and that there was a relationship among the variables.

Table 4. 7: KMO and Bartlett's Test for risk control

Statistics	
Kaiser-Meyer-Olkin Measure of sampling Adequacy	0.532
Bartlers Test of Sphericity Approx Chi-square	891.259
Df	36
Sig	<0.001

The total variance explained presents the number of common factors compounded, the eigenvalues associated with these factors, the percentage of total variance accounted for by each factor and the accumulative percentage of the total variance accounted for by the factors. Although nine factors were computed, not all the factors were useful in representing the list of variables. Using the criterion of retaining only factors with eigen values of 1 or greater, the first 3 factors were retained for rotation. These 3 factors accounted for 32.63%, 20.99% and 12.75% of the total variance respectively. This is a 66.37% of the total variance attributed to the three factors. The remaining factors together accounts for 33.63% of the variance. Thus, a model with three factors may be adequate to represent the data.

Table 4. 8: Total Variance Explained for Risk control strategies

Component	Initial			Rotation Sums of Squared Loadings		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
Physical safety	2.937	32.634	32.634	2.864	31.825	31.825
Digital	1.889	20.986	53.620	1.791	19.905	51.730
monitoring	1.148	12.752	66.372	1.318	14.642	66.372
Health measures						

Extraction Method: Principal Component Analysis.

Source: Data Analysis (2017)

Table 4.9 below shows the rotated component matrix that presents three factors of risk control after varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. These three components explain a total of variables grouped into each of the three principal components (factors). Components: 1-Physical safety, 2-Digital Monitoring and 3-Health measures. The interactions converged in 3 iterations. The components were rotated using Varimax Criterion to reduce the multi-Collinearity and hence account for 100% of the variance.

Table 4. 9: Rotated matrix of Risk Control

	Physical safety	Digital Monitoring	Health measures
Frisking spectators	.919		
Deploying security	.889		
Stakeholders safety	.656		
Training officiators	.651		
Security threats		.862	
Surveillance		.823	
Fast Aid			.795

Extraction Method: Principal Component Analysis.   Rotation Method: Varimax with Kaiser Normalization.

It was noted from interviews that security and safety measures such as deploying security officers in the stadium as a way of controlling risks was enhanced. Among their duties these officers created a buffer zone between two competing fans to ensure in case of disagreements as a result of cheering and jeering, the fans didn't harm one another. Training was also emphasized whereby all football officiators went through both on job and off job training that ensured familiarization on how to sustainably officiate football events. On the other hand, from my observation, all fans entering the stadium were frisked to ensure they didn't carry harmful objects to the stadium. There were also enough security officers in the stadium.

4.5.2 Factor Analysis for Risk Avoidance

Table 4.10 below shows the risk avoidance strategies that were captured through statements on a 5-point likert scale. The KMO measure of sampling accuracy indicates a KMO=.561 which is above the minimum 0.5. This implies the sample size was adequate for the variables entered into analysis. Bartlett's Test of Sphericity that was used to test the adequacy of the correlation matrix yielding a value of 395.898 and an associated level of significance smaller than 0.001, therefore the findings implied that factor analysis was appropriate for the study and that there was relationship among the variables.

Table 4. 10: KMO and Bartlett's Test for Risk Avoidance

Statistics	
Kaiser-Meyer-Olkin Measure of sampling Adequacy	0.561
Bartlers Test of Sphericity Approx Chi-square	395.898
Df	15
Sig	<0.001

Although six factors were computed for risk avoidance, not all the factors were useful in representing the list of variables. Using the criterion of retaining only factors with eigenvalues values of 1 or greater, the first 3 factors were retained for rotation. These 3 factors accounted for 39.85%, 19.38% and 17.92% of the total variance respectively. This is 77.15% of the total variance attributed to the three factors. The remaining factors account for 22.85% of the variance as shown in table 4.11 below. Thus, a model with three factors may be adequate to represent the data.

Table 4. 11: Total Variance Explained for risk avoidance

	Initial Eigen values			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Payment A	2.391	39.846	39.846	1.792	29.863	29.863
Refereeing	1.163	19.375	59.221	1.629	27.149	57.012
Capacity A	1.075	17.915	77.136	1.207	20.124	77.136

Extraction Method: Principal Component Analysis.

a. 3 components extracted

Source: Data analysis (2017)

Table 4.12 below shows the rotated component matrix that presents three factors after Varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. These three components explain a total of variables grouped into each of the three principal components namely; Payment aspects, Refereeing aspects and Capacity aspects. The interactions converged in 3 iterations. The components were rotated using Varimax Criterion to reduce the Multi-Collinearity and hence account for 100% of the variance.

Table 4. 12: Rotated Component Matrix (a) of Risk Avoidance

	Payment aspects	Refereeing aspects	Capacity aspects
Payment of officiators	.914		
Barriers	.904		
Fair referees		.882	
Motivating referees		.790	
Hiring foreign referees			.822
Spectator capacity			.713

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a Rotation converged in 3 iterations.

Source: Data analysis (2017)

Interview results for risk avoidance showed that there were enough entry points to the stadiums and queuing was done at the entrance points. However, despite these measures being put in place there was still overcrowding, an indication that the risk avoidance strategies put in place were not enough for sustainable football events. Discussion with the fans around based on crowd issues at the entrance revealed that overcrowding is still rampant despite the crowd management measures and that there was still a lot to be done to counter such a problem.

4.6 Factor Analysis for Risk transfer strategies

Risk Transfer strategies were captured through statements on a 5- point likert scale. The KMO measure of sampling accuracy indicates a KMO= .478 which is close to 0.5. This implies the sample size was adequate for the variables entered into analysis. Bartlett's Test of Sphericity that was used to test the adequacy of the correlation matrix yielded a value of 177.155 and an associated level of significance smaller than 0.001, therefore the findings implied that the factor analysis was appropriate for the study as shown in table 4.13 below.

Table 4. 13: KMO and Bartlett's Test of Risk Transfer Strategies

Statistics	
Kaiser-Meyer-Olkin Measure of sampling Adequacy	0.478
Bartlers Test of Sphericity Approx Chi-square	177.155
Df	6
Sig	<0.001

For Risk Transfer Strategies, four factors were computed, but not all the factors were useful in representing the list of variables. Using the criterion of retaining only factors with eigenvalues values of 1 or greater, the first 2 factors were retained for rotation. These 2 factors accounted for 47.45% and 24.23% of the total variance respectively. This is a 71.68% of the total variance attributed to the factors. The remaining factors

account for 28.32% of the variance as shown in table 4.14 below. Thus, a model with two factors may be adequate to represent the data.

Table 4. 14: Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Insurance	1.898	47.454	47.454	1.802	45.061	45.061
Indemnity	.969	24.231	71.685	1.065	26.623	71.685

Extraction Method: Principal Component Analysis.
a. 2 components extracted
Source: Data analysis (2017)

Table 4.15 below shows the rotated component matrix that presents two factors after Varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. These two components explain a total of variables grouped into each of the two principal components namely: Insurance factors and Indemnification factors. The interactions converged in 2 iterations. The components were rotated using Varimax Criterion to reduce the multi-collinearity and hence account for 100% of the variance.

Table 4.15: Rotated Component Matrix (a) of Risk Transfer

	Insurance factors	Indemnification factors
Players' insurance	.911	
Property insurance	.715	
Organizations liability	.672	
Players indemnity		.979

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 2 iterations.
Source: Data analysis (2017)

Interview results for risk transfer revealed that insurance had entirely helped in alleviating risks in football events as clubs had contracted with various insurance companies that dealt with risk uncertainties that came about whenever there was a

match. Indemnification of players and their clubs had also been reinforced by football

organizers that ensured transfer of liability to negligent parties.

4.7 Factor Analysis for Triple Bottom Line

Triple Bottom Line was captured through statements posed that were related to Triple

Bottom Line on a 5-point likert scale. The KMO measure of sampling accuracy

indicates a KMO=0.614 which is above the minimum 0.5. This implies the sample size

was adequate for the variables entered into analysis. Bartlett's Test of Sphericity that

was used to test the adequacy of the correlation matrix yielded a value of 591.444 and

an associated level of significance smaller than 0.001, therefore the findings implied

that the factor analysis was appropriate for the study and that there was relationship

among the variables. These is shown in table 4.16 below

Table 4. 16: KMO and Bartlett's Test for Triple bottom Line

Statistics	
Kaiser-Meyer-Olkin Measure of sampling Adequacy	0.614
Bartlers Test of Sphericity Approx Chi-square	591.444
Df	36
Sig	<0.001

Although nine factors were computed for Triple-Bottom Line, not all the factors were

useful in representing the list of variables. Using the criterion of retaining only factors

with eigen values of 1 or greater, the first 3 factors were retained for rotation. These 3

factors accounted for 31.03%, 17.39% and 12.86% of the total variance respectively.

This is 61.28% of the total variance attributed to the three factors. The remaining factors

account for 38.72% of the variance. Thus, a model with three factors may be adequate

to represent the data. The information is as shown in table 4.17 below.

Table 4. 17: Total Variance Explained for Triple Bottom Line

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Environmental Awareness	2.793	31.029	31.029	2.462	27.357	27.357
Monetary A	1.565	17.386	48.415	1.608	17.870	45.227
Human A	1.157	12.861	61.276	1.444	16.049	61.276

Extraction Method: Principal Component Analysis.

a. 3 components extracted

Source: Data Analysis (2017)

Table 4.18 below shows the rotated component matrix that presents three factors after Varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. These three components explain a total of variables grouped into each of the three principal components namely: Environmental awareness factor, monetary factors and human factors. The interactions converged in 3 iterations. The components were rotated using Varimax Criterion to reduce the multi-collinearity and hence account for 100% of the variance.

Table 4. 18: Component Matrix (a) Triple Bottom Line

	Environmental awareness factors	Monetary aspects	Human aspects
Creating footpaths	.883		
Creating awareness	.803		
Having dust bins in place	.743		
Investing in football by offering financial aid		.813	
Attracting greater revenue from the sale of tickets		.633	
Accountability on the use of funds		.625	
Development of manpower			.735
Development of talents			.641

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Interview results for Triple Bottom Line revealed that football organizers received funds from gate collections, lottery staging such as betting, from FIFA, and some percentage of funds from the government, among others. The organizers reported that accountability of funds was enhanced through periodically assessing the income expenditure statements. Interview results also revealed that football organizations contributed to Triple Bottom Line by developing man power, which entailed opening football academies especially for children less than 18 years old and encouraging courteous behavior among fans.

4.8 Inferential Statistics

The purpose of inferential statistics is to draw conclusions about a whole population on the basis of information that has been collected on a sample (Rachad, 2003). Inferential statistics are used in generalizing from a sample to a wider population, and in testing hypotheses, i.e. deciding whether the data is consistent with the research prediction. It involves estimating the characteristics of a population from the data obtained from a sample of that population. In this study, Triple Bottom Line was the dependent variable(Y) while the independent variables were risk control(X_1), risk avoidance(X_2) and risk transfer(X_3).

4.8.1: Regression Analysis

The researcher subjected the data to a regression analysis of Y (Triple Bottom Line) against X_1 (KM enablers) and obtained the following model:

$$y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + \mu$$

Where,

Y_i = Triple-Bottom Line, X_1 = Risk Control Strategies, X_2 =Risk Avoidance Strategies, X_3 = Risk Transfer Strategies, β_0 = Constant term, β_1, β_2, β_3, = Coefficients

of the Regression and µ = Error term. The beta (β) values coefficients for the model indicates the level of contribution of the individual variable to model. The beta values indicate the extent the values of the dependent variable changes when the independent variable was to increase by a factor of one when the other variables were held at a constant.

From the results of the analysis, the following regression model was obtained:

$$Y = 2.677 + 8.065X_1 + 0.405X_2 + 2.525X_3 + µ$$

This study yielded R-value of 0.686 and R Square value of 0.471. This means that Triple Bottom Line was explained by 47.1% of risk management strategies. At the same time, the data yielded a Durbin-Watson value of 0.458 which means that there is correlation amongst the variables that were brought out in the study. These is shown in table 4.19 below.

Table 4. 19: Regression model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.686a	.471	.464	.44933	.471	72.968	3	246	.000	0.458

a. Predictors: (Constant), RISK TRANSFER, RISK CONTROL, RISK AVOIDANCE
b. Dependent Variable: TRIPLE-BOTTOM LINE

4.8.2 Test for Multi-Collinearity

For each independent variable, tolerance is the proportion of variability of that variable that is not explained by its linear relationships with the other independent variables in the model whose tolerance ranges from 0 to 1. When tolerance is close to 0 there is high multicollinearity of that variable with other independents and the beta coefficients become unstable. Table 4.20 below shows that the variance inflation factor (VIF) values that are less than 10 and indicating that there was no multicollinearity amongst the variables in the study.

Table 4. 20: Regression coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-2.68	.460		-5.819	.000	-3.584	-1.77					
	Risk-Co	8.07	.627	.600	12.859	.000	6.829	9.30	.625	.634	.596	.988	1.012
	Risk-Av	.41	.212	.090	1.914	.057	-.012	.822	.171	.121	.089	.982	1.018
	Risk-Tr	2.53	.453	.260	5.578	.000	1.634	3.42	.309	.335	.259	.986	1.014

a. Dependent Variable: Sustainability

4.8.3: Hypothesis testing

To determine the extent of the relationship between the independent variables for this study, the researcher subjected the data to multiple regression and the coefficients of correlations were obtained as shown in the table 4.21 below. It was therefore learnt that there was no significant relationship between risk avoidance strategies and Triple Bottom Line. On the other hand, the study revealed a significant relationship between risk control and risk transfer strategies.

Three hypotheses were formulated and the data was subjected to inferential statistics to test the hypothesis namely; Risk control strategies do not significantly affect Triple Bottom Line of football events, there is no significant effect of risk avoidance strategies on Triple Bottom Line of football events, and Risk transfer strategies do not affect Triple Bottom Line of football events. From the results of the analysis, hypothesis that Risk control strategies do not significantly affect Triple Bottom Line of football events was accepted (t= 12.859, p=0.000), there is a significant effect of risk avoidance strategies on Triple Bottom Line of football events was accepted, (t= 1.914, p=0.057), while Risk transfer strategies do not affect Triple Bottom Line of football events was rejected (t=5.819, p=0.000)

Table 4. 21: Regression Coefficients

Model	Coefficients	standard error	t-statistic	P-value
Constant	2.677	0.46	-5.819	<0.001
RISK CONTROL	8.065	0.627	12.859	<0.001
RISK AVOIDANCE	0.405	0.212	1.914	0.057
RISK TRANSFER	2.525	0.453	5.578	<0.001

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0: Overview

This chapter presents discussion, conclusions and recommendations for the study. Areas for further research have also been highlighted. The chapter is based on discussions with reference to the study's specific objectives. The discussion of the results takes into account the explanation of the descriptive and inferential analysis in chapter four with particular reference to previous researches done based on the literature that was reviewed. From the study findings, conclusions are drawn and, in that light, the researcher suggests several recommendations.

5.1: Summary of Findings

This study was guided by the specific objectives that involved an investigation into the extent to which risk control, risk avoidance and risk transfer strategies affect Triple Bottom Line of football events. The study initially hypothesized that risk control, risk avoidance and risk transfer strategies do not affect Triple Bottom Line of football events, which were subjected to statistical analysis to establish the nature of relationship amongst them. From the findings of the study, two null hypotheses on risk control and risk transfer were rejected and the alternative hypothesis adopted; risk avoidance was accepted. This is illustrated in the table 5.1 below.

Table 5. 1: Summary results of hypothesis testing

Hypothesis	Statement	Results
$H0_1$	Risk control strategies do not significantly affect triple bottom line of football events in Nairobi, Kenya.	Rejected
$H0_2$	There is no significant effect of risk avoidance strategies on triple bottom line of football events in Nairobi, Kenya.	Accepted
$H0_3$	Risk transfer strategies do not affect triple bottom line of football events in Nairobi, Kenya.	Rejected

5.2: Discussions

5.2.1 Risk control strategies and Triple Bottom Line of football events

During data analysis, risk control strategies were subjected to factor analysis and they were statistically reduced to three components which the researcher named physical safety, digital monitoring and health measures. This led the researcher to reach to the deduction that risk control strategies can adequately be represented by the three factors. When regression analysis was done to find out the extent to which risk control strategies affect Triple Bottom Line of football events, it was found out that at 5% confidence level, the t-value was 12.859, with a p-value of 0.000. Risk control strategies were correlated with Triple Bottom Line of football events and it was found out that they significantly contributed 66.37% to TBL thus creating a positive correlation between risk control strategies and Triple Bottom Line. This led to rejection of the null hypothesis that was stated as: *risk control strategies do not affect Triple Bottom Line of football events.*

The study found out that physical safety, digital monitoring and health measures were effective ways of avoiding risks. This was in line with Steinbach (2008), who emphasized on the need to scrutinized security plans, such as risk management, emergency response and evacuation plans. Literature again supports this through organizations attempt to prevent or deter potential threats due to legal obligations,

football continuity and reputation issues (National Counter Terrorism Security Office, 2006).

Organizers were prone to encounter security threats in managing football events. This was evidently brought out from the research findings especially based on digital monitoring which indicated that there was need for enhancing security for all football stakeholders. The finding of this statement is supported by literature stating that sport venue managers effectively improved security measures at their respective sites by identifying vulnerabilities in their security systems (GoK, 2006).

Physical safety was also found to be a significant determinant of Triple Bottom Line of football events. This was in conformity to Bies (1990), Dickson (2000) and Beckman (2006) who recognized the need for training for event-security personnel. Literature also stated the need for training on security threat assessment and analysis to ensure proper response and intervention to an incident. It was noted that trainers require not only vast technical knowledge of their sport but also the pedagogical skills of a teacher, the counseling skills of a psychologist, the training expertise of a physiologist and the administrative leadership of a business executive (Martens, 1997). This however indicated that risk control strategies affected Triple Bottom Line of football events in Nairobi Kenya.

5.2.2 Risk avoidance strategies on Triple Bottom Line of football events

The researcher conducted a factor analysis on the data and the variables in the study were reduced to three components namely; payment aspects, refereeing aspects and capacity aspects. Upon subjection to regression analysis, risk avoidance strategies were found to have a slightly positive correlation with Triple Bottom Line of football events. This was at the level of t=1.914 with a P-value of 0.057. This was interpreted to mean

that risk avoidance strategies do not significantly affect Triple Bottom Line of football events.

In this study, issues to do with capacity such as not ensuring the number of spectators entering the stadium fits exactly the required limit was a factor of no concern. This however meant that there was a high rate of hooliganism and chaos in football stadiums, a factor that was not being looked into to ensure sustainable football events. As a result, there was trouble in managing crowd because may be football organizing bodies were not taking any initiative to bring together competing teams and their fans. The findings of this study is supported from literature where Disanto (2013) observes that hooliganism and physical confrontation between fans of competing teams is brought up as a result of failure by the police to create buffer zone between fans of competing teams.

It was also noted from the research findings that refereeing and capacity aspects are other areas that could have been an issue in ensuring football Triple Bottom Line. Poor motivation of referees and an act of referees not being fair in ensuring football Triple Bottom Line makes risk avoidance measures undertaken by football organization bodies' not reliable measures. This can be proved from the literature, where Disanto (2013), Oloo (2013), and Wandera (2013) assert that violence in Kenya have resulted in loss of jobs by local coaches and referees in favor of foreigners. Furthermore, Omollo (2015) cites a situation in Kenya where the Kenya's National Team players' allowances and air tickets were delayed when they were to travel to Cape Verde to play against her National Team. Avoiding incidences similar to these would help motivate players and prevent risks during management of Triple Bottom Line of football events. However, based on the findings, this is an indication that these measures were not helping in sustaining football events.

Due to this, the null hypotheses that *risk avoidance strategies does not significantly affect triple-bottom line of football events was accepted* thus the researcher found risk avoidance strategies put in place not very favorable in ensuring Triple Bottom Line of football events.

5.2.3 Risk transfer strategies on Triple Bottom Line of football events

During data analysis, risk transfer strategies were subjected to factor analysis and they were statistically reduced to two components which are: Insurance factors and indemnity factors. When regression analysis was done to find out the extent to which risk transfer strategies affect Triple Bottom Line of football events, it was found out that at 5% confidence level, the t-value was 5.578, with a p-value of 0.000. Risk transfer strategies were correlated with Triple Bottom Line of football events and it was found out that they significantly contributed 30.9% to TBL. There is a slightly positive correlation between risk transfer strategies and Triple Bottom Line of football events.

According to the study findings, insurance factors which include player insurance, property insurance and insurance on organizations liability were brought out as the best strategies that can be adopted to ensure Triple Bottom Line of football events. These can be supported from literature where Gray and Larson (2006) depicts that transferring risks can be undertaken by the conventional method of insurance, or by paying a third party to take the risk. This is also evident from the respondents' point of view whereby when they were asked about insuring property in the stadiums against damages and insuring players against injuries, a large percentage of them agreed to that. These show that if football organizers adopt the use of insurance covers, then Triple Bottom Line can be improved. Literature also brings out emphasis on the importance of insurance covers where Nieman *et al.*, (2003); Swaarbrooke, *et al.,* (2003); Gray and Larson

(2006); Palich*, et al.,* (2006) asserts that it is important for football organizers to have insurance covers for their organizations, covering for any damages or losses that they may incur in case football events turn chaotic. With these in consideration, the study found out that risk transfer strategies affect Triple Bottom Line of football events in Nairobi Kenya.

5.3 Conclusion

From the research finding, conclusions were drawn from hypotheses, which were subjected to statistical analysis. This was based on independent variables; Risk control, Risk avoidance and Risk transfer and the dependent variable Triple Bottom Line.

First, risk control strategies significantly affect Triple Bottom Line of football events in Nairobi, Kenya. This conclusion was drawn from results of inferential statistics that led to rejection of the null hypotheses. From the findings, football organizations have adopted training, security and safety measures in place that contribute to Triple Bottom Line of football events. This was as a result of a high positive correlation between risk control strategies and Triple Bottom Line of football events

Secondly, risk avoidance strategies do not affect Triple Bottom Line of football events. This conclusion was drawn from a negative correlation between risk avoidance strategies and Triple Bottom Line of football events. The strategies put in place by the organization do not affect sustainability of football events. There was hooliganism that arose as a result of crowd trouble and poor motivation for players and football officiators.

Thirdly, risk transfer strategies have a positive effect on Triple Bottom Line of football events. This conclusion was reached arising from respondents' agreement to the factors explained by the researcher when collecting data. If football organizers reinforce on

insurance strategies and signing of indemnity agreement forms in case of any uncertainty during football games, there is likelihood of having sustainable football events because there is a sense of liability and this makes all parties involved to be very careful when planning and executing any football event.

In conclusion, from the regression results risk control strategies and risk transfer strategies significantly affect Triple Bottom Line of football events hence these two strategies are sufficient for the football organizers to adopt in order to improve on Triple Bottom Line of football events. On the other hand, risk transfer strategies does not affect Triple Bottom Line of football events, thus the strategies adopted were not sufficient for ensuring TBL of football events.

5.4 Recommendations

Based on the findings from this study, the researcher came up with the following recommendations:

Risk Control

> ➢ Football organizers should come up with security plans such as frisking spectators before being allowed into the stadium and deploying security officers in all areas of the stadium to reinforce security before, during and after the event.
> ➢ Football organizers should place surveillance systems strategically in the stadium to help monitor happenings at the stadiums.
> ➢ Organizers should train football spectators' football officiators on what to do to ensure sustainable football events.
>
> **Risk Avoidance**
>
> ➢ Efforts should be made by football organizers to ensure football officiators are well motivated and trained on how to effectively sustain football events.

➢ Organizers should reward football officiators who perform their duties well as a way of motivating them.

➢ Football organizers should implement strict measures such as suspending referees who don't follow rules about officiating football events, taking videos of what referees are doing on the pitch for review, in order for them to ensure sustainable football events.

Risk Transfer

➢ Football organizers should ensure that upon the purchase of tickets by spectators, the tickets must have a clause of indemnity informing them about liability in case of any risks while in the stadiums.

➢ Football organizers should put systems in place to address insurance for players especially when they are on the pitch.

5.5 Areas for Further Research

1. To conduct a qualitative research based on risk management on Triple Bottom Line of football events.

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APPENDICES

APPENDIX 1: QUESTIONNAIRES FOR FOOTBALL ORGANIZATIONS EMPLOYEES

I am a student of Moi University pursuing a Masters Degree in hospitality management.

As part of the requirement of the course I am carrying out a research study entitled the.

EFFECTS OF RISK MANAGEMENT STRATEGIES ON TRIPLE-BOTTOM LINE OF FOOTBALL EVENTS The research study is a partial requirement for the award of Masters Degree in hospitality management. This questionnaire is therefore issued purely for academic purpose and the information provided will be treated confidentially. Your corporation will be highly appreciated. Moreover your cooperation in ensuring that the questionnaires are answered will be highly appreciated.

SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS

This section asks questions relating to your background information relevant for the study. Please tick or use (X) appropriately in the boxes provided to provide that which best describes your answer

1. Your gender   Male ☐   Female ☐

2. Citizenship: Kenyan ☐   Resident ☐   Non-resident ☐

Any other …………………………………………………………………..

3. Education level

Primary level ☐   Secondary education ☐   Tertiary education ☐   University level

Any other ………………………………………………………………….

4. What is your job title? …………………………………………………………..

5. What is your level of management? ………………………………………………

Managerial ☐   Middle management ☐   Subordinate staff ☐   Consultant ☐

6. How long have you been working for the organization (Tick one)

Less than one year ☐   1-5 years ☐   6-10 years ☐   More than 10 years ☐

SECTION B: RISK CONTROL STRATEGIES ON SUSTAINABILITY OF FOOTBALL EVENTS

This section asks questions relating to risk control strategies that could enhance sustainability of football events. Please use [✓] or (×) appropriately in the boxes or scales to provide the answers.

7. Please indicate the level of your agreement with the following statements by ticking the appropriate box.

Where; Strongly Agree (5) Agree (4) Slightly agree (3) Disagree (2) Strongly Disagree (1)

ITEMS	5(SA)	4(A)	3(SA)	2(D)	1(SD)
We are prone to encounter security threats in management of sustainable football events					
We have security plans in place for that help us avoid risks.					
Security officers are deployed in all areas of the arena.					
Frisking is done at the gate before spectators are allowed into the stadiums					
Football officiators are trained on how to effectively sustain football events					
In liaison with Local Authority discuss and reinforce procedures to be followed to ensure safety of football stakeholders					
Medical practitioners are employed to provide Fast Aid services in the stadium in case need arises					
Surveillance systems are strategically located in the stadium to oversee everything happening at the stadiums					
Football stakeholders are advised ensure they are safe when watching football games.					

8. State any other…………………………………………………………………………

………………………………………………………………………………………………

SECTION C: RISK AVOIDANCE STRATEGIES ON SUSTAINABILITY OF FOOTBALL EVENTS

Rate the extent to which the following strategies influence sustainability of football events. Where; Strongly Agree (5) Agree (4) Slightly agree (3) Disagree (2) strongly Disagree (1)

ITEMS	5(SA)	4(A)	3(SA)	2(D)	1(SD)
we ensure our referees are fair in officiating football activities					
we ensure motivated referees by paying them promptly					
We hire foreign referees because they ensure football sustainability is enhanced					
we ensure the number of spectators entering the stadium fits exactly the capacity required					
we ensure football pitch is marked by respective barriers for good conduct spectators					
we ensure prompt payment of football officiators					

State any other

………………………………………………………………………………

………………………………………………………………………………………

SECTION D: Risk transfer strategies on sustainability of football events

This section asks questions relating to risk transfer strategies that could enhance sustainability of football events. Using the rating scale provided, please indicate the level of your agreement with the following statements by ticking the most appropriate box.

Where; Strongly Agree (5) Agree (4) Slightly agree (3) Disagree (2) Strongly Disagree (1)

ITEMS	5(SA)	4(A)	3(SA)	2(D)	1(SD)
We insure property in the football arena against damages					
We insure players against injuries that they may be prone to when playing					
We don't hold our organization liable by allowing companies we organize football for to sign indemnity agreement forms					
We indemnify our organization against players' injuries so that it is players responsible for their negligence					

9. State any other…………………………………………………………………

………………………………………………………………………………..

SECTION E: SUSTAINABILITY OF FOOTBALL SPORTS EVENTS

This section deal with information pertaining sustainability of football events. Please indicate the level of your agreement with the following statement by ticking the most appropriate answer, where: Strongly Agree (5), Agree, (4), Slightly agree (3) Disagree (2) strongly Disagree (1)

ITEMS	5(SA)	4(A)	3(SA)	2(D)	1(SD)
We consider having dust bins strategically located in different places to counter unnecessary littering in the stadiums					
We create footpaths to ensure people don't step on the grass					
We create awareness on the impact pollution of the environment					
We attract greater revenue from sale of admission tickets					
We encourage authorities to invest in football by offering financial aid					
We ensure accountability for use of funds for development of football events					
We encourage and develop talents from grass root level					
We encourage development of manpower for future football events					
We reinforce implementation of health policies for sustainability of football events					

State any other

………………………………………………………………………………………

………………………………………………………………………………

Thank you.

APPENDIX 2: INTERVIEW SCHEDULE

1. Explain risk management strategies in place for sustainability of football events

2. What challenges do you face when implementing strategies for sustainability of football events?

3. What is your opinion about insurance in alleviating risks in football events?

4. What is your opinion about indemnity agreement in football events??

5. How do you contribute to sustainability in football events?

6. What are the sources of funding of football clubs in Kenya?

7. Are your organizations policies helping in sustainable football?

8. Which measures do you have in place to ensure accountability on the use of funds for football development?

APPENDIX 3: OBSERVATION CHECKLIST

1. Entrance of fans at the stadium-Observing if there is queuing at the entrance points -Observing if there is enough entry points
2. Security measures in place-If frisking is done at the gate -Deployment of enough security guards
3. Crowd management measures- are there strategies for showing full capacity -observe measures for tickets only entering
4. Ticketing process at the entrance-If done online -If offered funs pay as they enter the stadium

APPENDIX 4: UNIVERSITY RESEARCH AUTHORIZATION LETTER

MOI UNIVERSITY
ISO 9001:2008 Certified Institution
SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT

Telephone: 0771-296270/0790850990   Box 3900
Fax: (053)   43047   **ELDORET**
E-mail: deansthe@mu.ac.ke   Kenya

Ref: MU/STHE/SGS/23   28th November, 2016

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RECOMMENDATION LETTER FOR – PERUCE ATINGO - STHE/PGH/004/14

The above named is a bonafide student of Moi University, School of Tourism, Hospitality and Events Management. She is pursuing a Master of Hospitality Management degree in the Department of Hotel & Hospitality Management.

She has successfully completed her course work and has defended her proposal titled "**Effects of Risk Management Strategies for Tripple Bottom Line of Football Events in Nairobi, Kenya**". Ms. Atingo has been allowed to proceed to the field for data collection.

Any assistance accorded to her will be appreciated.

Yours faithfully,

DEAN
SCHOOL OF TOURISM, HOSPITALITY
& EVENTS MANAGEMENT
MOI UNIVERSITY

PROF. DAMIANNAH KIETI
DEAN, SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT

APPENDIX 5: NACOSTI RESEARCH AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email:dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/17/51967/15425**

Date:
14th February, 2017

Peruce Atingo Atingo
Moi University
P.O. Box 3900-30100
ELDORET.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Effects of risk management strategies for triple bottom line of football events in Nairobi,"* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **13th February, 2018.**

You are advised to report to **the Principal Secretary, Ministry of sports, culture and the arts, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Principal Secretary
Ministry of Sports, Culture and The Arts.

The County Commissioner
Nairobi County.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified