

**ROLE OF RISK ASSESSMENT STRATEGIES ON SUCCESS OF SPORTS TOURISM  
EVENTS IN NAIROBI CITY COUNTY, KENYA**

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## DECLARATION

### Student declaration

This research thesis is entirely original and has not been submitted to any other academic institution for a degree.

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## **DEDICATION**

I lovingly dedicate this thesis to my family and friends, whose steadfast love and encouragement have been my anchor throughout this academic journey. Their sacrifice, motivation, and faith in me provided the strength I needed to press forward during moments of difficulty. Every milestone reached in this work is a reflection of their unwavering presence in my life, and I remain profoundly indebted to them.

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## **ABBREVIATIONS AND ACRONYMS**

**AK:** Athletics Kenya

**IAAF:** World Athletics

**KICC:** Kenyatta International Convention Centre

**KPMG:** Klynveld Peat Marwick Goerdele

**NTB:** National Tourism Blueprint

## OPERATIONAL DEFINITIONS OF TERMS

| <b>Variable</b>                       | <b>Definition</b>   |
|---------------------------------------|---|
| <b>Risk Assessment Strategies</b>     | <p>Refers to the systematic processes used by event organizers and stakeholders to identify, evaluate, and prioritize potential risks (e.g., safety, security, logistical) associated with sports tourism events in Nairobi City County. This includes tools, frameworks, or practices used to mitigate or manage identified risks.</p> <p>These are organized sports-related activities or competitions that attract both participants and spectators from within and outside Nairobi City County, contributing to travel, accommodation, and local economic activity. Examples may include marathons, football tournaments, or athletics meets held at designated venues.</p> |
| <b>Sports Tourism Venues</b>          | <p>Designated physical locations or facilities within Nairobi City County where sports tourism events are held. This includes stadiums, arenas, parks, and race tracks that support infrastructure for sports-based travel and leisure.</p>   |
| <b>Profiling of Events and Venues</b> | <p>The process of identifying, categorizing, and describing the various types of sports tourism events and their hosting venues within Nairobi City County in terms of scale, frequency, type of sport, and infrastructure.</p>   |
| <b>Financial Capability</b>           | <p>Refers to the availability and sufficiency of financial resources by event organizers or stakeholders to support effective implementation of risk assessment strategies and the successful hosting of sports tourism events. This includes funding, sponsorships, or revenue sources.</p>  |

## ABSTRACT

Kenya's sports tourism industry faces a significant obstacle due to the absence of long-term, sustainable strategic planning and development. A key indicator of this challenge is the spread of numerous small and medium-sized accommodation facilities across the country, many of which operate outside the formal tourism development framework and contribute little to regional growth. Compared to other branches of tourism, sports tourism remains underdeveloped and undervalued in Kenya and across much of Africa. One critical component in managing sporting events is risk assessment, which involves the combined efforts of organizers, municipal authorities, police, and safety agencies to ensure secure and successful events. The purpose of this study was to assess the effect of risk assessment methodologies on the success of sports tourism events. Specifically, the study sought to: profile sports tourism events and venues in Nairobi City County, Kenya; examine the influence of risk assessment and risk management strategies on sports tourism events and evaluate the moderating role of financial capability in the relationship between risk assessment, risk management strategies, and sports tourism events within Nairobi City County. A descriptive research design was employed, focusing on 17 major sporting venues in the county. The study engaged a total of 340 participants and 69 managers, with 17 managers and 105 athletes selected purposively. Data collection was conducted through questionnaires and interview guides, which allowed respondents to share their views freely. Both descriptive and inferential statistics were used to analyze the data. Linear regression modeling was applied to establish the relationship between the independent variables (risk assessment and risk management strategies) and the dependent variable (success of sports tourism events). Results were presented in tables, charts, and bar graphs. Findings from the multiple linear regression analysis showed a coefficient of determination ( $R^2$ ) of 0.700, indicating that 70% of the variation in the success of sports tourism events could be explained by risk assessment and risk management strategies. Moreover, the relationship between these strategies and event success was found to be positive and statistically significant ( $\beta = 0.837$ ,  $p = 0.000 < 0.05$ ). The study further revealed that financial capability had a moderating effect on the relationship between risk assessment strategies and the success of sports tourism events. Based on these findings, it was concluded that effective risk assessment and management practices play a crucial role in the success of sports tourism. The study therefore recommends the adoption of a multi-agency approach to enhance risk assessment procedures and protocols, ensuring that sporting events are managed more effectively and sustainably in Nairobi City County.

## **CHAPTER ONE**

### **INTRODUCTION**

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

Over the past few decades, event tourism which includes travel to conferences and other social and professional gatherings has experienced rapid growth (Kersuli, Peri & Wise 2020). Sports tourism refers to the practice of people traveling to an area to take part in or witness athletic events. Travel opportunities related to sports include global competitions, international test series, stadium tours, mass participation events, player testimonials, group trips, and sporting activities and displays (World Tourism Organization, 2018). Since it is a vital part of global tourism, the phenomenon of sports tourism is given significance on a large scale.

Tourists attend sporting events of all shapes and sizes, either as participants or spectators, and destinations strive to distinguish themselves by incorporating local flavors into these events in order to provide tourists with unique local experiences. The term "sports tourism" refers to travel that is organized by persons for the purpose of seeing or taking part in a variety of sporting activities; hence, it is a subset of tourism that is centered on sports (UNWTO, 2019). It is possible that aspects of leisure and recreation might be included in this type of tourism with the intention of expanding the meaning of the term "sports tourism" (UNESCO, 2019). The most common divisions for sports tourism are "active" and "passive," which refer to "active participation" and "passive viewing," respectively (UNWTO, 2015). Traveling for the goal of engaging in a sport, leisure, or recreational activity is an example of active sports tourism. On the other hand, traveling for the purpose of spectating at a sport, leisure, or recreational activity is an example of passive sports tourism.

Sport tourism events have grown in popularity, which has attracted larger and more diverse crowds, making crowd control and safety a crucial and vital aspect of any event's planning (Rookwood, 2021). The management of the crowd at a sporting event represents the area as a preferred venue for events with a successful track record. Sports events are notoriously high-intensity but high-risk crowd events; the presence of team partisanship and likely alcohol use can cause problems. To ensure the successful functioning of your event and the protection of attendees, you must have on-site, highly visible security personnel who are skilled in crowd and confrontation control (Rookwood, 2021).

It is essential to conduct a risk assessment as part of the preparation process for a sporting event. This assists in identifying potential hazards and crises, as well as what steps to take in the event that one of these occurs (Memish et al., 2019). The creation of a document that contains a risk assessment identify the dangers that have been found for your sporting event, as well as the advised precautions that can reduce or eliminate the risks. A vital and integral part of the process of risk assessment is the effective exchange of information and opinions on risks connected with hazards, dangers, and control methods.

Sports event planning may be complicated and difficult in many ways, necessitating staff logistical management (Spencer & Steyn, 2017). Crowd sizes can be a concern, the local climate can be unpredictable, and the host site might not be equipped to handle the additional demands that are put on it. While coordinating events with a high number of stakeholders and while adhering to tight regulatory and customer criteria, logistics managers must recognize some of the coordination problems associated with event preparation (Herold, Breitbarth, Schulenkorf & Kummer, 2019). Hence, an event is surrounded by excessive stress, energy, and activity. Plans for logistics must be ensured, and events must be consistently hosted (Herold *et al.*, 2019).

Sports tourism is a brand-new offering in the global tourist industry that is based on sporting resources and makes use of various sports events to organize, develop, and blend into relevant items that can pique people's interests in sports and provide them with authentic outdoor experiences (UNWTO, 2021). Team travel, school sports, and minor contests are all contributing to the growth of sports tourism, which is now a sizable subsector of the tourist business alongside major events like the FIFA World Cup and the Olympics. Traveling to games and events is big business, and vice versa for teams and officials (African Union, 2020).

Over the past few decades, there has been a rapid growth of event tourism in the leisure travel sector, encompassing cultural, sporting, and business-related events (World Hospitality Group, 2020). UNWTO (2020) estimates that by the end of 2021, there will be 1.4 billion international tourist arrivals globally, up from the current total of over 1.1 billion. In this incredibly resilient and diverse business, which today generates over Sh. 151 trillion in exports and amounts for 11% of the global GDP, sports-related travel is now offering significant prospects for both developing and established destinations (KMPG, 2020). The worldwide tourism market is forecast to rise by two to three percent in 2020, with the sport tourism industry expected to grow by around 14 percent, according to UNWTO. In fact, many analysts believe that one of the main factors influencing this global increase in tourism is international sports.

Notwithstanding periodic shocks, the global sports tourism business has had nearly unbroken development over the past two decades, highlighting the sector's resiliency and strength (UNCTAD, 2020). Parallel to this, Africa's sports tourism industry has shown itself to be a dynamic and quickly expanding industry, enjoying nearly continuous development from 2010 to 2020. The region saw annual average growth of 8% for arrivals, 12% for international sports tourism receipts, and 3% for tourism export profits during this time (UNCTAD, 2020). For

instance, earlier FIFA World Cup competitions have boosted the economic development of the host regions, and this trend is still present now. With average yearly investments of roughly US\$ 2 billion each year from 2013 to 2017, or just 1% of all annual fixed investments and 0.2% of GDP, Russia's World Cup-related spending has been evenly spread out during this time period. According to the Russian government, the World Cup will have an overall economic impact of US\$ 13.80 billion (or \$867 billion), or almost 1% of Russia's GDP.

Following years of subpar performance brought on by many health, geopolitical, and economic issues like unemployment and underemployment, underinvestment in infrastructure, fiscal crises, political instability, and climate change, Africa had an 8% gain in sports tourism arrivals in 2019. Sport tourism events have become more popular, which has attracted larger and more diverse crowds, increasing the importance of crowd control and safety in the planning process for every event (UNWTO, 2020). The safety of those who are attending an event is of the utmost importance, and the facility or event venue concept must make the safety of attendees a fundamental principle in order to maintain consistent attendance.

Each year, crowd rushers, fires, bombs, heat exhaustion, stage collapses, congestion, and riots cause thousands of injuries and fatalities in stadiums, arenas, and other locations across the world (FIFA, 2019). Hence, every aspect of the game or event, from the stadium's or area's design to the game itself, needs to be controlled carefully. It's also crucial to safeguard the spectators from unpredictable risks of damage from other people or the venue itself. World Athletics (2018) claims that successful crowd control involves much more than just placing security staff throughout a stadium. According to World Athletics (2018), it requires skilled planning, coordination, and communication.

Nairobi stands out as one of Kenya's key tourism hubs, attracting both local visitors and international travelers for leisure holidays, business trips, and conferences (GoK, 2018). The country has gained recognition for hosting high-profile sporting competitions that bring together athletes from within Kenya and abroad in disciplines such as football, rugby, hockey, and cricket. According to GoK (2018), Kenya holds immense promise in the tourism sector, largely driven by the population's growing enthusiasm for and engagement with sports-related activities and services. Within urban environments, sporting events form an integral part of recreation and leisure offerings, making them central to the tourism product. Over the years, Kenya has proven its capacity to stage large-scale events. By the close of 2019, the country had successfully hosted 251 international and regional meetings, attracting wealthy investors, influential state leaders, and top government officials (AK, 2020).

## **1.2 Statement of the Problem**

Sports tourism in Kenya faces challenges related to the absence of long-term, strategic management and development; one notable trend is the expansion of lodging facilities throughout the nation whose activities do not formally support regional tourist growth and development (KIPPRA, 2020). Compared to other tourism products, sports tourism still remains among a few undermined products in Kenya (GoK, 2019). According to the Kenya National Tourism Blueprint 2030, Kenya's sports tourism underperformance and unpredictability is more of a systemic than a safety related problem (NTB 2030, 2020). Kenya is not an exception when it comes to crowd chaos and disasters during sporting events, particularly with regards to risk assessment (FKF, 2019).

In crowded stadiums during sporting events, chaos and disaster have been experienced by Kenyans; these disasters have caused property damage, injuries, the deaths of football supporters, and the scaring away of tourists (FKF, 2018). This necessitates a critical examination of the

policies and strategies established by Kenya's sports stadium administration in order to get ready for football games. Event planners have a lot of concerns about crowd control during sporting events. The attendees' safety is of the utmost significance, and in order to maintain attendance, this safety must be a fundamental part of a facility or event site philosophy.

Sports tourism in Kenya has experienced tremendous growth over the past decade, contributing to the national economy and positioning the country as a preferred destination for regional and international sporting events. According to the Ministry of Tourism and Wildlife (2023), sports tourism contributes approximately 5.5% to Kenya's tourism revenues, with Nairobi City County hosting a majority of the events due to its developed infrastructure and accessibility. However, despite this growing potential, sports tourism events in Nairobi continue to face major setbacks due to inadequate risk assessment strategies. For example, the 2023 Nairobi City Marathon faced disruptions due to uncoordinated road closures and poor crowd control, raising safety concerns among participants and spectators. Similarly, the cancellation of the 2022 Safari Sevens Rugby Tournament due to logistical and financial constraints depicting a persistent failure to anticipate and manage risks effectively. According to the Kenya Tourism Board, over 40% of planned sports events in the country between 2020 and 2023 experienced delays or cancellations, with poor risk preparedness cited as a major contributing factor.

Moreover, safety and security risks have been on the rise. Kenya Event Safety Alliance (2022) revealed that 65% of sports events in urban areas lacked comprehensive emergency response plans, while 58% did not meet the minimum safety standards required by the Sports, Arts and Social Development Fund. Furthermore, logistical failures have led to overcrowding, traffic gridlock, and inadequate medical support during high-attendance events, such as the 2023 Kip Keino Classic. Financial constraints further complicate matters, as over 70% of local sports event organizers rely

on inconsistent sponsorship deals and limited government support, which undermines their ability to implement robust risk assessment and mitigation strategies (Sports Kenya, 2023). Without well-established frameworks for identifying and managing potential threats, sports tourism events in Nairobi remain vulnerable to disruptions, reputational damage, and economic loss. This study thus sought to assess the role of risk assessment strategies on the success of sports tourism in Nairobi City County, Kenya.

### **1.3 Purpose of the Study**

The purpose of this study was to assess the role of risk assessment strategies on the success of sports tourism in Nairobi City County, Kenya.

### **1.4 Objectives of Study**

#### **1.4.1 General Objective**

To assess the role of risk assessment strategies on the success of sports tourism in Nairobi City County, Kenya.

#### **1.4.2 Specific Objectives**

The study was guided by the following specific objectives:

- i. To profile the sports tourism events and venues in Nairobi City County, Kenya
- ii. To establish the effect of risk assessment strategies on success of sports tourism events in Nairobi City County, Kenya.
- iii. To determine the moderating effect of financial capability on the relationship between risk assessment strategies and success of sports tourism events in Nairobi City County, Kenya.

## **1.5 Research Hypotheses**

**H<sub>01</sub>:** There is no significant relationship between risk assessment strategies and success of sports tourism events in Nairobi City County, Kenya.

**H<sub>02</sub>:** Financial capability has no moderating effect on the relationship between risk assessment strategies and success of sports tourism events in Nairobi City County, Kenya.

## **1.6 Significance of the Study**

This study will be beneficial to various stakeholders involved in sports tourism planning, policy, and academic research. Event managers across Nairobi County and beyond will be able to contextualize and apply the study's findings to improve the planning, coordination, and execution of sports events. Through gaining a clearer understanding of effective risk assessment strategies, such as event risk management, communication risk assessment, and logistical planning, they will be better equipped to anticipate challenges, mobilize resources efficiently, and enhance participant and spectator experiences. For example, sports event organizers operating venues like Kasarani Stadium or Nyayo National Stadium can use the findings to enhance safety protocols, streamline staff coordination, and strengthen risk communication mechanisms.

Policy makers, including those in Nairobi City County Government, the Ministry of Tourism and Wildlife, and the Department of Tourism, will benefit from evidence-based recommendations on the determinants of risk assessment strategies and how they influence event success. These insights can inform the development or revision of policies and regulations governing the safety, funding, and licensing of sports events in urban settings. Furthermore, agencies such as the Sports, Arts and Social Development Fund may use the findings to establish criteria for evaluating event proposals and allocating financial resources to events that demonstrate robust risk planning.

The study will also be valuable to industry bodies such as Sports Tourism Associations and event regulatory agencies, who can use the findings to develop training guidelines, certification requirements, and best practice frameworks for sports event risk management. These guidelines can be disseminated to both public and private event planners to ensure uniform standards across the industry.

Lastly, academicians and researchers will find the study useful as it expands literature on risk assessment in the context of sports tourism, an area that remains underexplored in sub-Saharan Africa. Institutions such as Kenyatta University, Moi University, and others offering tourism and event management courses may use the findings to enrich course content, inspire student research projects, and promote further scholarly inquiry into risk assessment practices within the tourism sector.

### **1.7 Scope of the Study**

This research was conducted within Nairobi City County, Kenya, with a primary focus on examining how risk assessment and the strategies surrounding it influence the success of sports tourism events. The study pursued three main objectives: first, to document and describe the various sports tourism events and facilities within the county; second, to evaluate the impact of risk assessment approaches on the organization and outcomes of these events; and third, to analyze how financial capability moderates the link between risk assessment strategies and the performance of sports tourism events. To capture authentic perspectives, data were obtained through the use of questionnaires and interview guides, ensuring that the findings reflected the genuine views and experiences of the participants.

## **1.8 Limitation of Study**

The challenges that were encountered in the research are the sensitivity of information regarding risk assessment. Most of the strategies and tactics employed to pull crowd to sporting events are specific to event managers and used as competitive advantage. The research assures them of anonymity and confidentiality, and that the findings would be used for research purpose only.

## **1.9 Basic Assumption of the Study**

It was assumed that a number of risk assessment strategies have been employed and they are practiced by event managers in enhancing sports tourism in Nairobi City County, Kenya. The answers provided in relation to risk assessment strategies were honest and accurate. It was assumed that there are risk assessment strategies that influence the growth of sports tourism events in Nairobi City County, Kenya.

## **1.10 Theoretical Framework**

### **1.10.1 Risk assessment Theory**

According to risk assessment theory, the police, private security, and the general public should be concerned about large gatherings of people who may exhibit behaviour ranging from jovial to rowdy to aggressive, as well as noise levels ranging from chants to bands (Kingshott, 2014). Whether the role is performed at a neighborhood fair, a sporting event, or a sizable town or city demonstration, it is common for risk assessment or other police tasks to provoke violent responses from participants in the crowd or from those who are in charge of crowd control. It is also clear that "norms" that develop in a crowd situation can influence people's conduct. Such standards offer advice on the proper attitudes, feelings, and behaviors for the person to adopt. The theory guides the crowd control tactics necessary for successful events in either business.

According to O'Toole, Luke, Semmens, Brown, and Tatrai (2019), the public, as well as the police and private security, are frequently concerned when a big number of people have gathered together, and their moods, energy levels, and the volume of the accompanying chants or bands can all run the gamut from happy to rowdy to hostile: The scenario for crowd control occurs frequently in policing operations if there is a risk of aggressive behavior toward other crowd members or those responsible for crowd control, whether the operation is performed at a community fair, a sporting event, or a sizable town or city demonstration. So, it follows that everyone who is in charge of public safety ought to be aware of how complicated that crowd is.

It can be difficult to ascertain the crowd's collective mentality in order to formulate an effective plan, which is one of the challenges encountered by those tasked with crowd control to ensure public safety (Kawamoto et al., 2017). This is owing to the fact that the crowd's organization will differ depending on the social, racial, religious, and cultural makeup of the group as well as the type and strength of the emotional factors that underlie their original united goal, which was to celebrate the New Year. The crowd will always be somewhat mobile, and any attempt to limit that movement may result in individual and group irritability, which may produce unpredictable and impulsive behavior (Kingshott, 1993). The "collective mind" theory was supported by Gustav Le Bon (1996). According to this theory, "being a part of a crowd causes a person's ability to think rationally to deteriorate, while simultaneously his more primal instincts are triggered in a manner that is harmonic with the emerging primal impulses of the other crowd members" (Kingshott, 1993). The concept was relevant to the investigation at hand because it elucidates the significance of crowd control for the success of an event, which is also the primary aim of the investigation.

### **1.10.2 Contagion Theory**

In 1895, French social psychologist Gustave Le Bon developed the Contagion Hypothesis. The Contagion Hypothesis explains why behaviors in groups are the way they are. The crowd's behavior, according to Le Bon's 1895 book *The Crowd: A Study of the Popular Mind*, was caused by the "collective racial unconscious" of the crowd taking precedence over people's sense of identity, personalities, and personal responsibility (Scherer & Cho, 2003). Le Bon (1895) claimed that when liberated from personal accountability, people will act more instinctively. According to Van Ginneken (1985), a man drops several rungs on the ladder of civilisation by virtue of the fact that he is a member of a structured group. A contemporary example would be a teenager who justifies his actions of toilet papering the principal's house by saying that everyone else was doing it.

Le Bon (1895) proposed that a group of people develops a life of their own that is greater than the opinions or deeds of any one individual. The crowd changes people from separate, logical beings into a single organism with a collective mind because of its anonymity. He came to the conclusion that a group of people could occasionally unite into a single entity that behaved as though it were directed by a single collective mind. Whatever the particular characteristics of the group members, according to Le Bon (1895), the mob would change them, turning them from thinking, rational people into impulsive, irrational, and extreme followers.

Le Bon essentially argued that contagious emotions like fear and hate occur in large groups because people lose their sense of personal responsibility and act in ways that they would never do on their own. Le Bon thought that these contagion mechanisms were caused by the increased suggestibility of the crowd, but other mechanisms might also be in play. Social comparison

procedures may encourage participants to excessively rely on other participants' reactions when they assess the scenario because many crowd settings are confusing (Singer et al., 1982).

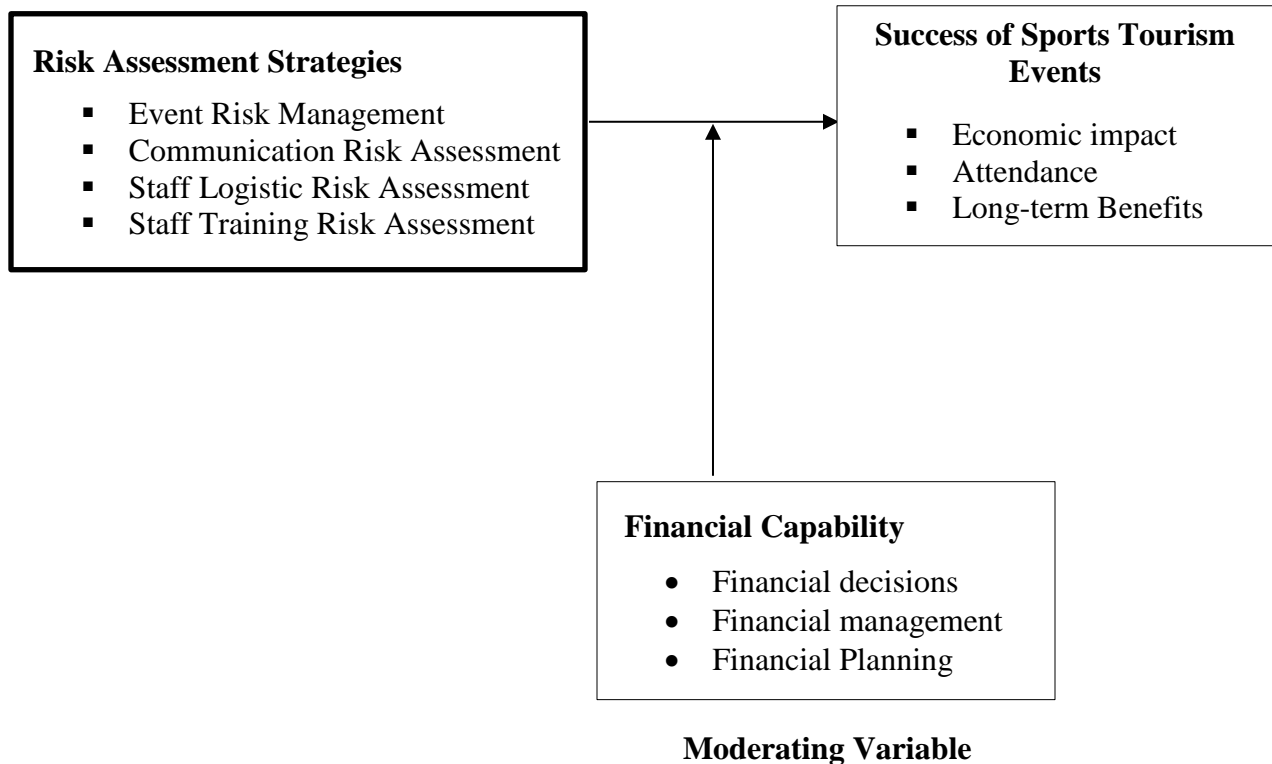
Yet, Le Bon's theory contains flaws that may be seen in the numerous contradictions that it displays. Secondly, the contagion theory portrays crowd members as being irrational. Nevertheless, a lot of crowd activity is actually the consequence of rational fear (such as being confined in a theatre that is burning) or a reasoned feeling of injustice (such as the racial riots that occurred in Cincinnati). Second, although it is true that a crowd appears to have a mind of its own, it is important to remember that individuals frequently influence and lead crowd behavior. It is important to note that Le Bon's work is written from the viewpoint of an anxious aristocrat. Blumer believes that crowds can experience any emotion, not just the negative ones like rage and terror. Despite its shortcomings this theory was relevant to current study since it explains the behavior of the crowd in a sports event which can provide crowd managers with insight on the best risk assessment and risk assessment strategies to adopt.

## 1.11 Conceptual Framework

Figure 1.1 shows the conceptual framework for the study.

### Independent Variables

### Dependent Variable



**Figure 1.1: Conceptual Framework**

**Source: Researcher (2021)**

This study examined how various risk assessment strategies namely event risk management, communication risk assessment, staff logistics risk assessment, and staff training risk assessment influence the success of sports tourism events in Nairobi City County. The success of these events was assessed through indicators such as economic impact, attendance levels, and long-term benefits including destination appeal and event legacy. Effective risk assessment has been shown to enhance event preparedness, safety, and stakeholder confidence, thereby improving outcomes

for tourism events (Mwangi & Wambua, 2022; Odhiambo et al., 2023). Inadequate risk planning often results in cancellations, reduced turnout, and reputational damage, which undermine the sustainability and growth of sports tourism initiatives (Kibet & Mutiso, 2022).

Financial capability was used as a moderating variable in this relationship. Its role is critical in ensuring that risk strategies are not only well-designed but also implemented effectively. Without adequate financial planning, sound financial decisions, and resource management, even the best-formulated risk strategies may fail to prevent disruptions (Ngugi & Korir, 2023; Wanyama, 2024). Financial capability enables organizers to allocate funds for logistics, staff training, safety equipment, and communication systems, all of which are vital for hosting successful sports tourism events. Thus, strong financial capacity amplifies the positive impact of risk assessment strategies on the success of sports tourism in Nairobi City County.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents the review of literature which include empirical review of studies related to the current study. From the empirical review, the studies have been critiqued and research gaps identified.

#### **2.1 Aspects of Sports Tourism**

The intersection of sports and tourism is where the economic and social benefits of sports tourism may be fully realized (UNWTO, 2019). The economic impact of sports tourism, a subset of the tourist sector, has increased over the past few decades. The World Tourism Organization classifies sports tourism as an economic activity first and then as a cultural experience and area of sports. In recent years, Sports Sociology and Sports Anthropology have included discussions on the rise and significance of sports-related tourism as part of their curricula. Sport and tourism are two separate but equally important sectors of the entertainment market (Yang, Lo, Chao, Shen & Yang, 2020). Over the past few years, sport-related tourism has emerged as both a burgeoning academic topic of multidisciplinary research and a popular tourism product in its own right (Gibson, 2019).

There has been a meteoric rise in the variety of sports-related tourist attractions in recent decades (UNCTAD, 2020). Sports fans visiting a new destination will find no shortage of opportunities to take part in or watch a variety of sporting events. As a result, many business owners now view sports tourism as a prime opportunity. There may be good effects on the host community as a result of sports tourism, which plays a significant part in the economic growth of tourist hotspots. Hence, sports tourism is seen as an economic activity that has a significant impact on national, regional,

and/or local growth (KMPG, 2020). Yet, growing sports tourism can have unintended consequences for local communities and the environment (Herbold, Thees & Philipp, 2020). Herbold et al. (2020) found that the negative effects of sports tourism on host communities include evictions of locals to make room for visitors, crowding, hooliganism, violence, and drug use, disturbances to locals' daily routines, and higher rents and tax rates.

One of the industries with one of the quickest expansion rates worldwide is sports tourism (UNWTO, 2020). It makes no difference if watching sports is the primary purpose of a holiday or not; an increasing number of travelers are planning their trips around the possibility of attending a game while they are away from home. Sporting events of varying sizes attract spectators and participants from all over the world, and many towns work hard to imbue these contests with a taste that is distinctively representative of their region. Large-scale athletic events like the Olympics and the World Cup possess the ability to facilitate the growth of tourism through destination branding, infrastructure development, and other economic and social benefits. However, it is imperative to utilize these events effectively to maximize their potential impact (Grofelnik, Perić & Wise, 2020).

The World Tourism Organization shows how sport tourism may help accomplish the 17 Sustainable Development Goals (SDGs) and what needs to be taken into account when promoting sport tourism to ensure its contribution to sustainable development. Sport tourism has a high development potential practically everywhere since it encourages physical activity, fosters social connections, and provides a platform for people to meet and mingle. With careful planning, sport tourism's unique qualities can help push a number of SDGs closer to fruition.

One of the most common methods to enjoy a destination today is via walking. It enables visitors to interact with locals, nature, and culture more effectively (UNWTO, 2019). Sports tourism also

responds to the growing interest among travelers for outdoor recreational experiences. It is a form of tourism that requires relatively low financial input to establish, yet it can be developed almost anywhere as a viable and sustainable product. When properly planned and managed, walking tourism generates both social and economic benefits for local residents and communities. According to a report by the World Tourism Organization (2020), this type of tourism plays a vital role in promoting regional growth and provides several examples of successful walking tourism initiatives around the world.

It is more common for sports tourists to be spectators than participants, but there are exceptions; for example, young tennis players competing on the European satellite circuit do both they play to win but also take in the sights between sets (Ma, Li, Zhu & Cao, 2020). The extent to which commercialization and professionalism have permeated metropolitan elite level sport is thus more apparent; to the point that the amateur principles traditionally taught in school sports appear to be mostly irrelevant. Fans at games, viewers at home and on the road, and readers of newspapers and magazines all take in significant amounts of sports content (Grofelnik et al., 2020).

Smith (2020) claims that the staging of big sports events and the creation of sporting infrastructure may lead to particular cities or countries acquiring an image as a 'Sporting destination'. Sport is a crucial component of tourism, and many different sports have a strong connection to travel and tourism. Depending on the views of the various stakeholders and their individual objectives in sports tourism, the two ideas' precise convergence differs (Nyikana, Tichaawa & Kimbu, 2021). Sports tourism has mostly retained an image as "soft" tourism, capable of boosting the rural economy in a variety of contexts around the world, despite the clear sensitivity of rural surroundings and the knowledge that there would be some negative repercussions of development (UNWTO, 2018).

Sports tourism has been considered a means of boosting rural economies as traditional contributors like farming are in decline in many regions. Due to the commercial leisure industry's fast recognition of the market potential and financial gains of incorporating sport into the growth of tourism, which led to its diversification and specialty marketing techniques, they have now been increasingly acknowledged (Nyikana et al., 2021). It is no longer viable to consider modern sports tourism as a specific tourism market segment due to the nature of the industry. It is a complex phenomenon that spans a number of disparate fields.

The importance of sport in tourism is growing as sportsmen and the teams they travel with for competition and training are required in professional sports (UNWTO, 2020). Visitors engage in similar leisure activities in various tourist destinations. Sports that are played for a living are structured, logical, goal-oriented, and offer or permit minimal room for fantasy. In contrast, recreational sport can be fun and recreation, a time to play and have fun (Kurtzman, 2020). The abundance of ski resorts one finds in alpine regions, for instance, is proof that many sites develop especially for sport recreational tourism. They might also provide a foundation and infrastructure for professional athletic training at the same time. Tennis, hiking, and other sports may not always be the major reasons people travel, but they are sometimes provided and enjoyed as a supplemental supply to boost the overall tourism offering and boost visitor spending (Hritz & Cecil, 2019).

This review's main finding is that there is not enough integration between the fields of policy, research, and education. More collaboration between organizations in charge of sport and tourism is required at the policy level (UNWTO, 2020). More multidisciplinary research is required at the research level, especially research that expands on already-existing knowledge bases in both sport and tourism. Territorial disputes between departments claiming expertise in sport and tourism need to be resolved in the field of education.

The success of its hosting of the 1995 Rugby World Cup and the 2010 FIFA World Cup has encouraged South Africa to host other significant international events (Tichaawa, Bob & Swart, 2018). In an effort to boost the tourism economy, marketing of sporting events has taken on a special significance. In an effort to attract as many tourists as possible to South Africa, the government has begun promoting the country as a destination for sporting events. With the completion of the new national sports complex in Dar es Salaam, which includes a state-of-the-art 60,000-seat sports stadium, Tanzania can look forward to a rich and exciting new era of sports tourism (Wanyonyi, Njoroge & Otieno, 2021). Most of the stadium's \$56 million price tag came from the Chinese government. The new national sports complex has a variety of venues, including an Olympic-standard swimming pool, a sports theater, a training ground, a sports village/college, a training ground, and a warm-up ground.

The connection between sports and tourism is not a recent phenomenon; nonetheless, academics have recently begun to recognize the rise of athletic events as one of the most important aspects of event tourism as well as one of the most comprehensive aspects of sporting tourism (Jeong, Yu & Kim, 2020). Risk management has been incorporated into sporting events, and it now constitutes an essential component of the overarching sport program. This program is comprised of a variety of responsibilities, including budgeting, scheduling, insurance coverage, eligibility, management of equipment and facilities, and contracts (Appenzeller, 2015).

The majority of training should focus on fostering successful relationships and teamwork between the many organizations represented in the sport security command group (Passos, Da Silva, Mol & Carvalho, 2017). The emergency medical services, fire/hazmat, emergency management, sport facility management, and police make up the five different specialties that make up the sport security command group. The fundamentals of multi-agency coordination, risk assessment,

planning, and response/recovery principles should be taught to them (Singh, 2020). A certified and trained event personnel is necessary for an efficient security plan to accomplish its goals.

Every year, major international sporting events draw large crowds to Kenya. Safari Sevens, an important rugby competition including top international players, is held in Nairobi City County. The sevens is consistently a big feature on the social calendar in Nairobi City County because it is one of the top rugby competitions in the world. The Kenya Open Golf Tournament, one of many sporting events conducted in Nairobi City County each year at the Muthaiga Country Club, is also very well-liked there.

According to research that has been compiled and presented by the UNWTO (2020), one of the sub-industries of the travel industry that is experiencing the most rapid growth is sports tourism. The UNWTO (2020) pegs the value of the global sports tourism market at \$800 billion, or 10% of the entire travel and tourism sector. One of the travel industry's fastest-growing categories is sports tourism. Whether or whether sports are the primary reason for their travel, more and more tourists want to catch the excitement at nearby athletic events. Visitors swarm to watch or participate in sporting events of all stripes, so host towns work to stand out by offering distinctive, original experiences and highlighting regional cuisine (UNWTO, 2020). The Olympics and World Cups have the potential to act as a catalyst for tourism growth if appropriate measures are taken to capitalize on the events' branding potential, infrastructural improvements, and other potential financial and social benefits.

The International Conference on Sports Management and Administration (2021) reported that event organizers are greatly concerned about risk assessment during sports tourism events. According to several studies (O'Toole, Luke, Brown, Tatrai, and Ashwin, 2020; Stott, Khan, Madsen, and Havelund, 2020), attending any event is linked to an increased risk of injury, which

can result in extreme cases that result in death. According to statistics, there were 406 outdoor concerts around the world in which there were 86,787 major injuries and 332 fatalities from 2002 to 2019. (UNWTO, 2020). In Africa, recent incidents include the murders of 74 people in Egypt in 2012 and the injuries of numerous people in a brawl that broke out after Cameroon supporters rioted following a draw with Senegal in June 2011 (Hussein, 2019).

Numerous routine components of sport and physical exercise have been affected by the COVID-19 pandemic and the ensuing social and physical isolation (UNWTO, 2020a). The potential for sports tourism has emerged along with shifting consumer behavior and a change in values in some society layers. Large sporting events frequently combine the participation of sizable crowds with the participation of the media and other stakeholders. So, it is important to think about how events affect tourism locations, especially the implications of potential cancellations or management changes, such as those brought on by the unexpected advent of a pandemic.

Several events, in notably the Kenyan professional leagues, swiftly organized themselves following the initial global lockdown to make sure they wouldn't miss the entire 2020 season. Sports events were long regarded as being too uncritical, and their importance to the long-term growth of a place was not questioned. In recent years, the population's input on decisions regarding which big sporting events will be held, such as the bid for the Olympic Games, has revealed an especially stark division of local viewpoints (UNWTO, 2020b). Public sport, tourist, and leisure service groups rely on taxes from the general populace for their primary financial resources. They may also charge fees and accept gratuities from private sources, but the ability of the government to achieve its operational objectives by taxing its citizens or those who are subject to its taxation is the cornerstone of their support.

Even though fewer people were attending games this season, major league clubs and franchises were able to stay afloat thanks to lucrative television contracts. By July 2020, soccer had returned in four of Europe's five main leagues, but games were played to empty stadiums while piped-in crowd cries attempted to create the illusion of a packed house. Important events like the British Open Golf Championship were postponed, and others like the US Masters Golf Tournament were relocated from spring to autumn.

Many research examining sports tourism have been conducted in Kenya. For instance, Njoroge, Buyeke, and Akama (2015) investigated the obstacles to the growth of sports tourism in Iten Township, a non-metropolitan area of Kenya. They discovered that the absence of national and local rules governing sports development was the second major problem. Contextual and conceptual gaps are noticeable because the study was carried out in the rift valley region of Kenya and utilized many factors.

Additionally, Muiruri et al. (2017) evaluated sports tourism and its perceived socio-economic impact in Machakos County and found that among the positive effects were improvements to the county's infrastructure and urban planning, financial benefits, community cohesion, and cross-cultural exchange, while the negative effects included financial losses, traffic congestion, safety hazards, ecological concerns, and interpersonal conflicts. The study was conducted in Machakos County and focused on economic impacts of sporting tourism, thus contextual gaps are presented. It is evident from the highlighted studies that no study has been carried in Nairobi City County on sports tourism despite being a leading tourist destination in the country. It is in light of these gaps that the current study sought to establish the effect of risk assessment and risk assessment strategies on the growth of sports tourism in Nairobi City County, Kenya.

## **2.2 Empirical Literature**

This section presents a comprehensive literature review of previous studies conducted on the dependent and independent variables.

### **2.2.1 Risk Assessment Strategies and Success of Sports Tourism Events**

Łuczak (2021) conducted a study which sought to assess risk management for running events' organization on the example of half marathons in Poland. The study objective was to identify and assess the dangers associated with planning long runs (half marathons). The study includes a survey that was completed by 10 sizable half marathons that were hosted in Poland between 2017 and 2018. A multi-stage risk assessment was carried out by ten industry professionals using the Delphi methodology for the purpose of event planning for running competitions. In addition, Alpha Cronbach statistics were utilized in order to evaluate the reliability of the research procedure. The results of the risk assessment were presented to those who took part in the survey. As a consequence of this, they conducted an analysis of them and concentrated on the serious threats that need to be given the utmost attention throughout the planning stages of running events. According to the findings of the study, professional risk management using the risk factors database that was established as a direct result of the research typically led to the highest levels of safety and satisfaction for all parties involved (mainly: participants, organizers, the local community).

Cheng, Lu, and Zhao (2020) discovered that this risk is a key concern in crowd control since it not only undermines public safety but also reduces the efficiency of urban subway transportation during large-scale athletic events. Experts say that if we want to make subways safer for pedestrians, we need to figure out how to assess the risk of pedestrian evacuation. In order to

calculate the potential for pedestrian stampedes and casualties during evacuation, this study developed a mathematical model. The likelihood of pedestrian evacuation at Beijing, China's "Olympic Park Station" was then evaluated by simulating a number of different scenarios using the social force model (SFM). The results demonstrated that the risk associated with evacuating pedestrians is strongly affected by the pedestrian evacuation plan, the location of the pedestrian stampede, and the distance between the stampede area and the ticket gate. Subsequently, the safest and most dangerous methods of evacuating pedestrians from Olympic Park Station during major athletic events are identified.

When investigating the connection between Risk assessment and Special Event Planning, Bishop, Gibbs, and Lantz (2020) found that the potential for mass discord exists whenever people gather together in large numbers for things like sporting events, parades, strikes, peaceful demonstrations, protest rallies, and so on. According to the findings, when disturbances do arise, it is the job of the police and, in some cases, security forces to bring things back under control. The task of restoring order, safeguarding life and property, and eventually dispersing a crowd or mob is a massive one once it has gone out of control, whether due to poor monitoring or despite the best efforts of security officers to avoid its degeneration. That's why it's crucial for security and law enforcement to be able to assess a situation in seconds and take rapid action if they suspect it could spiral out of hand. In order to achieve this goal, it is imperative that all crowd-management staff have a solid grounding in the various crowd configurations they may encounter. Security guards, police officers, and riot control workers all have distinct roles to play and should be aware of these distinctions.

Gitari (2016) conducted a study using Nairobi City County as a case study to investigate the role of athletic events in promoting tourism growth. The study aimed to analyze the impact of sports

on the development of the tourist industry, identify the driving forces behind the expansion of sports tourism, and evaluate the potential for diversifying the range of sports available to tourists. Moreover, the study sought to determine the obstacles hindering the growth of sports tourism in Nairobi. Overall, the research aimed to investigate how sporting events in Nairobi have contributed to the city's burgeoning tourism industry.

For the purpose of this study, a descriptive survey research approach was utilised, and the participants consisted of key opinion leaders in the sports business of Nairobi City County. The people in the Nairobi area who are actively involved in sports management and sports tourism served as the primary subjects of the study. The sample of 20 sports managers who participated in the interview was selected via the use of a method known as purposive sampling, whereas the sample of 162 sport tourists was obtained through the use of a method known as stratified random sampling. The survey found that 43 percent of sports visitors agreed that bettering the current sports infrastructure would encourage a wider variety of sports to visit.

Over half of the visitors surveyed said that Nairobi was a popular place to go for sports, indicating that the city had great potential to become a hub for athletic events. Fifty-five percent of respondents cited safety concerns as a major challenge to the growth of the sports tourism industry. Finally, sports have a crucial part in boosting tourism in Nairobi City County. Improvements in security, marketing of sports tourist sites, stakeholder engagement, government intervention, and the development of appropriate sports tourism policies were highlighted as priorities for action in the report.

Events, according to Gong, Daamen, Bozzon, and Hoogendoorn (2020), are a vital part of a burgeoning sector of the economy that is expanding both nationally and internationally. As events get more well-liked, more people attend them. As a direct consequence of this explosive growth,

the event business today faces substantial issues in the areas of risk assessment and crowd control. The phrases "risk assessment" and "crowd control" are not interchangeable but are related; the former relates to the facilitation, employment, and mobility of people, while the latter refers to the actions that are taken when a crowd or portions of it start acting in a disorderly or dangerous way (Gong et al., 2020).

According to Müller and Braun (2021), good communication between management and attendees, employees, and visitors is a key component of successful risk assessment during sporting events. These parties should be able to successfully coordinate when there is effective communication between them. It is generally acknowledged that effective communication involves a number of goals, including exchanging information and conveying messages effectively. Endrejat, Meinecke, and Kauffeld (2020) state that electronic communication is currently thought to be the most successful method for crowd control during events. Since most events take place in big spaces where textual and/or visual communication is challenging, using two-way radios, cell phones, instant messaging services, the internet, etc., is extremely beneficial to event managers.

A solid communication process is essential for carrying out an efficient event operations process, and it's even better when the communication method being used can enable the entire event workforce to communicate through a single platform, according to a study by Still, Papalex, Fan, and Bamford (2020). They discovered that while integrating the workforce invisibly through one channel may seem nearly impossible, there are solutions available to assist. Establishing a reliable route for communication will help the management team perform their duties successfully, be essential in handling crises, and make work much easier, which is always a plus. According to Yang and Lam (2020), communicating on a single platform will assist ensure that everyone gets the information they need, that nothing is missing, and that you have visibility throughout the

event. Encourage everyone to use the infrastructure once it has been set up in order for it to achieve its goal of facilitating good communications.

Youngblood et al. (2020) investigated the impact of hotel communication procedures on managers' satisfaction with their ability to communicate with staff who speak poor English. The findings revealed a significant relationship between organizational procedures for overcoming language barriers and managers' satisfaction with communication. Communication satisfaction was independently connected with management knowledge and encouragement to advance English proficiency. Yet, there was no relationship between communication satisfaction and coworker or document translation alone. We need to look into ways to improve the overall quality of the working environment in relation to the success of events. The quality of communication influences how well we understand one another, as well as organisational performance, job satisfaction, stress, manager-employee relationships, and turnover. This is due to the fact that pleasure with communication determines the degree to which we comprehend one another, as well as organisational performance, work satisfaction, stress, relationships between managers and employees, and employee turnover.

Essay-UK (2019) claims that among all skills, the ability to effectively communicate is the most valuable and widely used in the hospitality and tourism industry, and in particular, in event management. Most of a manager's interactions with subordinates and outsiders take place either orally or in writing. Other staff members communicate with one another and with their managers, front-line personnel, suppliers, and others to share and obtain the information they need to do their jobs. A company's ability to succeed in the hotel and tourism industry is directly correlated to the quality of its communication systems. Without customer and staff feedback, assessing needs is a difficult task.

Morgan, Taylor, and Adair define "logistics" as "the complex operations that set up the people, locations, and objects for the big day" (2020). It's easy to see how problems with event logistics, such as bringing in a keynote speaker or reserving enough tables, might ruin the entire thing. It's never easy to plan a charity ball or a large, multi-day conference, but there are steps you can take to ensure success for both your attendees and your client (Morgan et al.2020). Continue reading for 17 event logistics tips that will help you organize organized gatherings. Without proper signage at the appropriate places, attendees may become lost at events and even cause celebrations, concerts, or meetings to run late. Place signs on the roads leading to venues that are difficult to locate. To direct visitors to parking areas and the event entry, utilize outside signs as well. Make sure there are obvious signs inside directing guests to all the locations they will need to go throughout the event, such as the registration table, restrooms, meeting rooms, presenter booths, and the ballroom.

Sports organizations on all levels (international, national, and local) rely substantially on logistics management approaches, as Herold, Schulenkorf, Breitbarth, and Bongiovannin (2020) found when they investigated how the sports logistics framework could be applied to athletic events. Yet, academic study in the field of sports logistics is just getting started, and conceptualizations of the sport logistics domain have just been offered in the past few years. In response, they used a recurring professional sporting event as a case study and implemented the Sports Logistics Framework (SLF) to comprehensively evaluate logistical operations, infrastructure, and resources. In addition to that, they advanced the Sports Logistics Framework (SLF), which enables a systematic evaluation of sport logistics organizational frameworks, assets, and procedures, particularly for big sporting events. Although their conception provided a significant theoretical

advance, the study lack of empirical examples prevents it from being tested for the analytical validity of its findings and, as a result, from being immediately useful to sport managers.

Sport risk assessment and event management are both related to the study of sport event logistics (Aicher, Paule-Koba, & Newland, 2019; O'Toole et al., 2020; Greenwell et al., 2020; Hall et al., 2021). It can be viewed as a sub-aspect of managing sporting events when particular logistical tasks are critically examined and addressed. For instance, studies of travel or transportation processes and their effects on logistical planning and policy frequently use the Olympic Games as a case study. While Kassens-Noor (2020) and Bovy (2020) looked into how the Olympic Games' transportation difficulties affected urban transportation systems, Jiang (2018) conducted a study on the subway passenger flow during the 2008 Beijing Olympic Games, while Mulley and Moutou (2015) examined the transportation-related relationship between tourist destinations and sporting events using the 2000 Sydney Olympics as a case study.

The administration of venue logistics includes the management of the logistics of security measures, which include concerns with crowd control as well as equipment, staffing, and training. This logistics are managed by the venue (Hall, Marciani, Cooper, & Phillips, 20120). A major problem for sports logistics managers is the infrastructure and transportation systems that are now in place and will be created for fans and spectators at sporting events. As a result, it is also thought that managing the logistics of fans and spectators is a crucial part of managing sports logistics.

Sealy (2020) undertook a survey on risk management with an emphasis on crowd control and other risks connected to outdoor music events in the UK. When there are thousands of spectators at athletic events but only a few hundred event staff, only a few of whom have received risk assessment training, it is critical to train crowd managers on how to manage the audience and keep them under control. In order to reduce the risk of injuries and interference with activities, crowd

managers try to keep the crowd under control while they are taking place. An overview of the responsibilities of a crowd manager is covered in the first level of risk assessment training, which is required for managers. The second level of training is conducted on-site at the location where the manager works (Sealy, 2020). He concluded that risk assessment training for event staff should include an explanation of the roles crowd control staff play around the venue, how they interact with the crowd, how to settle conflicts, and how to mitigate potentially dangerous situations.

Watanabe et al. (2020) state that no matter how large or small the venue, every member of the crowd control crew needs to have received formal training in risk assessment in order for the event to go off without a hitch. There is dedicated risk assessment instruction at each and every venue. The International Association of Venue Managers (2020) mandates that all venue staff, including crowd managers, complete this training before they are allowed to operate at the venue during an event. In addition to familiarizing new crowd managers with the venue's organizational structure, policies, and procedures, this orientation should also cover emergency response protocol and shelter procedures in the event that your venue serves as a shelter for victims of natural disasters like hurricanes and floods. Furthermore, crucial to the success of this initiative is training for new crowd managers in guest relations, which covers topics such as how to approach and interact with audience members.

Spencer (2017), in an article devoted to the topic of "Logistical management of legendary athletic events," proposed that workers arrive at the venue 30 minutes before their services were needed. So, staff who fail to show up can be replaced at the last minute, and last-minute instructions can be given, without disrupting the schedule for the event (Spencer, 2017). Prior to and during the event, event workers should be briefed on how to reach the Event Director or other members of the event team in the event of an emergency. He also suggested that teaching participants how to

use a two-way radio and exchanging cell phone numbers would be part of the curriculum. Workers at the event should be briefed on the many types of emergencies that could arise and the procedures they should follow in such a situation. It's also important to remind them to have an open mind. Volunteers and paid workers at an event may be educated in first aid, fire extinguisher use, alarm systems, evacuation plans, and emergency contact information.

By comparing sports management, thesis management, and sports event management, Fotiadis (2020) found that equipment use was a common source of contention. Electronic scoreboards and public address systems, for instance, are frequently relocated from one location to another, increasing the risk of damage during transport. Broken wires and missing hardware are two common causes of malfunction. Equipment at an event can be dangerous if not properly installed, positioned, tested, repaired, serviced, dismantled, or transported. Injuries can occur from improper lifting, electric shock, sharp edges, and high temperatures, so event employees should be trained to avoid these hazards (to name only a few hazards) (Fotiadis, 2020).

It's important to establish guidelines for how event personnel can request payment for their costs. Staff members' out-of-pocket costs, such as transportation, clothing, telephone and postage, lodging, and food, should be factored into the event budget to avoid disagreements and miscommunication between the Event Director and the staff. There should be clear guidelines about what may and cannot be reimbursed for event workers if a job description is provided to them (which is highly encouraged).

The effectiveness of hospitality training: the KTDC experience in Kerala and Trivandrum was studied by Manoj (2015). The results showed that workers were pleased with how their business determined their individual training requirements, which is indicative of successful training. It was noted that the training goals should be broken down into three sub-goals: knowledge, competence,

and disposition. All three of these factors should be taken into account when designing training programs. There are eight categories of information that should be recorded for every training session: goals and outcomes, how the session will be conducted, how long it will last, where it will take place, who will be evaluating its success, and when it will be reviewed.

### **2.2.2 Financial Capability, Risk Assessment Strategies and Success of Sports Tourism Events**

Mascarenhas, Carvalho, Pereira, and Martins (2024) investigated how strategic economic leverage was applied during two international open-water sports events, with a focus on the characteristics of nonresident spectators (NRS). Using a mixed-methods design, the researchers combined qualitative and quantitative tools such as document reviews, on-site observations, semi-structured interviews, and survey questionnaires. The study found that, while the organizers introduced measures targeting both immediate and long-term economic outcomes, none of the event features showed a significant association with the likelihood of NRS recommending the host destination. It was also found that NRS concentrated their spending on accommodation and food and beverage services, while expenditure on entertainment and local commerce remained low. The study concluded that more innovative strategies beyond simply distributing tourist information were required to stimulate NRS' spending in the local economy. It also emphasized the need for improved local business networking and bundling programs to extend visitor stays and increase resource activation, providing useful insights into aligning strategic event planning with spectator consumption behavior.

Sudarmanto et al. (2025) conducted a systematic review to explore how sports tourism can contribute to the development of sustainable tourism destinations, with a specific focus on Kemuning Village in Central Java, Indonesia. The study reviewed literature from 2015 to 2024 using databases such as Google Scholar, PubMed, Web of Science, and Scopus to identify articles

related to enhancing tourist attractions through sports tourism. The findings indicated that sports play a crucial role in tourism management strategies, particularly in areas such as infrastructure development, safety, visitor services, and natural resource sustainability. The review also highlighted the importance of stakeholder involvement, where government bodies and related institutions act as regulators and facilitators of sports tourism growth. Additionally, the study found that combining sports activities like tubing, paragliding, and tea garden tours can help stimulate local economic development, improve community livelihoods, and increase employment opportunities. It was concluded that integrating sports tourism with destination planning can promote social, cultural, and economic advancement in rural areas when effectively managed.

Wanyonyi, Njoroge, and Otieno (2021) carried out a study to explore the motivations and socio-economic benefits associated with hosting sports tourism events in Nairobi, an emerging sports tourism destination. The study adopted a cross-sectional design and gathered data from 404 respondents through questionnaires and interviews conducted across three stadiums. The findings revealed that key motivational factors for hosting sports tourism events included the availability of quality infrastructure, the anticipation of economic benefits, and the presence of sufficient accommodation facilities. In terms of socio-economic impact, the study found that hosting such events led to increased employment opportunities and boosted trade for local businesses, thereby enhancing the well-being of the host communities. The researchers emphasized the importance of involving local stakeholders in event planning to ensure the benefits are equitably shared and that sports tourism contributes meaningfully to sustainable community development.

Kimotho, Nyang'au, and Muchelule (2024) conducted a study to examine the effect of quality cost management on the performance of sports stadia construction projects in Kenya. Recognizing that sports stadia are highly complex facilities that consume significant resources, the study

emphasized the importance of incorporating sustainable and quality-focused strategies during design, construction, and operational phases. Using total quality management as the guiding theoretical framework, the study targeted 17 sports stadia projects and collected data from 255 respondents through a census approach. The findings revealed a weak but significant correlation between quality cost management and the performance of stadia projects, indicating that while quality cost practices play a role, they only explain a small portion of the overall project performance. The study underscored the need for thorough appraisal procedures to identify potential quality failures and stressed the importance of comprehensive planning in quality management to ensure that Kenya constructs stadia that meet international standards.

### **2.3 Critique**

The reviewed literature gave an insight into risk assessment and risk assessment strategy and their relation to sports tourism events. Professional risk management using a risk factors database based on the study uncovered by uczak (2021) led to the highest possible level of safety and satisfaction for all parties involved (mainly: participants, organizers, the local community). Despite its importance, the study did not discuss the role that risk assessment and management tactics have in determining an event's final result. According to Essay-UK (2019), effective communication is the single most valuable asset in the hospitality and tourism sector.

According to Gong, Daamen, and colleagues (2020), the event sector is thriving and expanding at home and abroad, with rising demand for tickets reflecting this trend. Risk assessment and crowd control have become major concerns in the event business as a result of this sudden surge in attendance. They explained that there is a difference between risk assessment and crowd control, but that the two are still closely linked. Risk assessment refers to the preparation for, management of, and response to crowds, while crowd control refers to the measures taken when a crowd or a

segment of a crowd begins to behave disorderly or dangerously. Yet the study didn't clarify how much effect crowd-control measures have on events' outcomes.

## **2.4 Research Gap**

Reviewing these other studies helped us identify a gap in our understanding. The identified voids were on the conceptual and contextual levels. The risk of pedestrian evacuation at subway stations is an essential problem for risk assessment, as indicated by Cheng, Lu, and Zhao's (2020) examination of pedestrian evacuation risk assessment of subway station under large-scale sport activity, which poses a threat to public safety and diminishes the efficiency of urban subway transportation. Herold et al. (2020), who examined an application of the sports logistics framework for sporting events, noted that the risk of pedestrian evacuation from underground stations was a significant issue in crowd control. In their since the research were carried out in developed contexts, it is possible that their conclusions are not applicable to the context of Kenya. As a result, a contextual divide might be established.

In addition, the research carried out by Sealy (2020) on risk management at outdoor music events, with a particular emphasis on an observation of crowd control and other dangers associated with such events in the UK presents both conceptual and contextual gaps due to the fact that it was carried out in the United Kingdom's developed background and used risk management as the only study variable. The current study attempted to solve these shortcomings by concentrating on Kenya as the study primary location and by utilizing a wide variety of variables. Further, the research done by Still et al. (2020), which found that a reliable communication process is essential for the successful management of event operations, and that it is even more advantageous when the communication method that is being utilized can make it possible for the entire event workforce to communicate through a single platform, reveals a conceptual gap because the research only

concentrated on communication as the primary variable. Table 2.1 shows summary of research gaps.

**Table 2.1: Summary of Research Gaps**

| Author                                     | Focus   | Findings   | Gaps   | Addressing the Gaps   |
|--|---|--|--|---|
| Åuczak (2021)                              | Risk management for half marathons in Poland                  | Professional risk databases improve safety and satisfaction      | Focused on Poland with no application to African settings          | This study contextualized event risk management for sports tourism in Nairobi |
| Cheng et al. (2020)                        | Pedestrian evacuation risk during athletic events             | Evacuation plans, stampede zones, and gates influence safety     | Emphasis on public transport evacuation, not event venue risks     | This study focused on risk within sports venues during tourism events         |
| Bishop et al. (2020)                       | Risk and disorder in large gatherings and security management | Crowd disorder needs rapid assessment and trained security roles | Limited focus on proactive event risk planning                     | This study assessed event risks proactively with structured strategies        |
| Gitari (2016)                              | Role of athletic events in promoting tourism in Nairobi       | Safety and infrastructure gaps hinder sports tourism in Nairobi  | Lacked analysis on structured risk assessment strategies           | This study applied structured assessment strategies to tourism events         |
| Gong et al. (2020); MÅ¼ller & Braun (2021) | Communication and crowd control in event management           | Effective communication essential for crowd risk mitigation      | No linkage to communication's effect on tourism event outcomes     | This study linked communication risk to the success of tourism events         |
| Still et al. (2020); Yang & Lam (2020)     | One-channel event communication and operational efficiency    | Unified platforms enhance risk coordination and visibility       | Did not examine communication risk as part of sports event success | This study examined how communication risk affects sports tourism success     |
| Morgan et al. (2020)                       | Event logistics challenges and venue preparation              | Signage, scheduling, and logistics key to success                | Focused on logistics tips, lacked academic application in Africa   | This study empirically examined logistics risk in the Nairobi context         |
| Herold et al. (2020)                       | Sports Logistics Framework in recurring sports events         | SLF aids in structuring logistics but lacks empirical testing    | Lacked empirical African context and validation of SLF framework   | This study applied SLF concepts to Kenyan sports tourism empirically          |
| Sealy (2020)                               | Crowd control and training in outdoor events                  | Training minimizes injury and boosts control effectiveness       | Did not address link between training and event success metrics    | This study assessed how staff training in risk improves event success         |

|  |  |  |   |   |
|--|--|--|---|---|
| Watanabe et al. (2020); Spencer (2017) | Risk training for staff and crowd management roles             | Training improves safety awareness and emergency readiness<br>Improper equipment handling causes injuries; training needed | Did not relate training to broader tourism event outcomes           | This study evaluated how training moderates tourism event outcomes        |
| Fotiadis (2020); Manoj (2015)          | Training and risk prevention in logistics and safety equipment |  | Did not explore risk training's influence on sports tourism success | This study linked staff safety training directly to tourism event success |

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the methodological framework used to carry out the study. It presents the research design, describes the study location, and identifies the target population. It further explains the sampling procedures and determination of sample size, details the research instruments employed, and highlights the pilot testing process. In addition, the chapter discusses the methods applied in data collection and analysis, as well as the ethical principles that guided the entire research process.

#### **3.1 Research Design**

Research design is a "blue-print" that aids in problem-solving and directs the researcher through the steps of data collection, analysis, and interpretation (Graue, 2015). The research design, as defined by Lavrakas (2008), is the overarching plan for answering the research questions at hand and overcoming some of the challenges encountered during the research analysis phase. A descriptive research strategy was used for this investigation. Clarifying the research strategy serves primarily to portray the state of affairs during the research process. Provides specific responses to the "who," "what," and "how" questions raised by the investigation.

#### **3.2 Study Area**

The study was carried out in Nairobi City County, Kenya which is both the capital city and one of the forty-seven counties in Kenya. It was founded in 2013 and it was formerly one of the eight provinces. The city is both populous and attractive for local and international sports tourism events.

These events show that the city has a potential of hosting sports tourism events and risk assessment strategy is worth researching.

### 3.3 Target Population

This study targeted 17 major sports event venues based in Nairobi City County (Sports Kenya Report, 2020 (Saunders, Lewis & Thornhill, 2003). The units of analysis (venues) and the respondents included events managers/planners and general managers of these events venues. The study also purposively selected twenty participants per venue to take part in the study. The study therefore targeted all events organizers and general managers of the 17 event venues together with 340 participants. Table 3.1 shows the target population for the study.

**Table 3.1: Target Population**

| Sport Event Venue                                 | Managers                        | Sports participants |
|---|---------------------------------|---------------------|
|   | Moi International Sports Centre | 6                   |
| Nyayo National Stadium is a multi-purpose stadium | 4                               | 30                  |
| Nairobi City Stadium                              | 4                               | 29                  |
| RFUEA Ground                                      | 4                               | 25                  |
| Muthaiga Golf Course                              | 3                               | 25                  |
| Impala Grounds                                    | 5                               | 23                  |
| Kenya Railways Golf Course                        | 3                               | 22                  |
| Karen Golf Course                                 | 4                               | 21                  |
| Ngong Racecourse                                  | 2                               | 19                  |
| Simba Union Ground                                | 5                               | 18                  |
| Aga Khan Sports Club Ground                       | 3                               | 17                  |
| Ruaraka Sports Club Ground                        | 6                               | 16                  |
| Nairobi Club Ground                               | 5                               | 15                  |
| Sir Ali Muslim Club Ground                        | 4                               | 12                  |
| Gymkhana Club Ground                              | 5                               | 11                  |
| Jaffery Sports Club Ground                        | 3                               | 10                  |
| Ice Rinks   | 3                               | 9                   |
| <b>Total</b>                                      | <b>69</b>                       | <b>340</b>          |

**Source: Sports Kenya Report (2020)**

### 3.4 Sampling Technique and sample size

The practice of selecting a portion of a population to serve as a statistical representation of the complete population as a whole is known as sampling. After that, one is able to generalize the results to the entire population. The researchers selected general managers and event managers to participate in the study sample. The sample size for the study was determined by the use of a technique called purposive sampling. The researcher made a conscious effort to choose one event manager for each event venue. The study purposively selected 105 sports participants and 17 managers from each venue as shown in Table 3.2.

**Table 3.2: Sample Size**

| <b>Sport Event Venue</b>                          | <b>Managers</b> | <b>Sports participants</b> |
|---|-----------------|----------------------------|
| Moi International Sports Centre                   | 1               | 15                         |
| Nyayo National Stadium is a multi-purpose stadium | 1               | 12                         |
| Nairobi City Stadium                              | 1               | 9                          |
| RFUEA Ground                                      | 1               | 8                          |
| Muthaiga Golf Course                              | 1               | 7                          |
| Impala Grounds                                    | 1               | 7                          |
| Kenya Railways Golf Course                        | 1               | 6                          |
| Karen Golf Course                                 | 1               | 6                          |
| Ngong Racecourse                                  | 1               | 5                          |
| Simba Union Ground                                | 1               | 5                          |
| Aga Khan Sports Club Ground                       | 1               | 5                          |
| Ruaraka Sports Club Ground                        | 1               | 4                          |
| Nairobi Club Ground                               | 1               | 4                          |
| Sir Ali Muslim Club Ground                        | 1               | 4                          |
| Gymkhana Club Ground                              | 1               | 3                          |
| Jaffery Sports Club Ground                        | 1               | 3                          |
| Ice Rinks   | 1               | 2                          |
| <b>Total</b>                                      | <b>17</b>       | <b>105</b>                 |

**Source: Sports Kenya Report (2020)**

### **3.5 Research Instruments**

In accordance with the principles of the scientific method of data analysis, the process of data collection involves the accumulation of unprocessed, raw data that can later be transformed into information with significant value (Gall, Gall & Borg, 2007). Tools used to choose, acquire, and collect data during the research process are referred to as research instruments. In general, questionnaires, interviews, standard exams, and observation forms are employed as data collection methods in social research (Hammond & Willington, 2013). For the purpose of this study, structured questionnaire and interview guides were both used to collect data. The questionnaire was divided into four sections where section A provided demographic information of the respondents, section B covered questions on risk assessment strategies, section C was on financial capability and section D was on sports tourism events. Structured questionnaire is suitable for a research study because it collects the data the researcher needs, is reasonably priced, and is simple to interpret and duplicate. Both quantitative and qualitative data can be gathered with it. Interviewing templates were utilized to get data from the managers.

### **3.6 Pre Testing**

Pre-testing is the process of conducting a trial run of the research instruments to identify and correct any issues related to clarity, relevance, and structure before the actual data collection. In this study, pre-testing was carried out with 12 respondents, representing 10 percent of the total sample size. The exercise was conducted at the RFUEA Grounds along Ngong Road, a site frequently used for sports events, to ensure that the questionnaire was appropriate for the target context and that the questions effectively captured the intended variables related to risk assessment and sports tourism.

### **3.6.1 Validity Test**

The precision and significance with which one draws conclusions from a body of research is what we mean when we talk about validity (Mugenda & Mugenda, 2008). In order to strengthen the credibility of the event, the survey was reviewed by the event managers and the supervisor. Following the reading, any necessary adjustments were made prior to the activity of data gathering.

### **3.6.2 Reliability Test**

The term "reliability" is used to describe the consistency of an instrument's measurements when used in a controlled setting with participants that are conceptually similar (Cronbach, 1951). To validate and improve the questionnaire's reliability, eleven questionnaires, or 10% of the total sample size were used for pilot testing, which involved sending the questionnaires in question to respondents who were not be included in the final study. This was done in order to ensure that the questionnaire is accurate. Doing so helped ensure the validity and accuracy of the survey. According to Kothari (2004)'s findings, just five to ten percent of the total respondents are appropriate for a feasibility study. Cronbach's Alpha, the most widely recognized internal consistency measure, was becalculated by a proper factual system in order for the researchers to apply it. Cronbach's Alpha is the measure. The reliability threshold for this investigation was set at 0.7, which was identified as an appropriate value by the previous study.

### **3.7 Data Collection Techniques**

In order to proceed with the study, it is necessary to receive a letter of consent from the university stating that the research thesis has been approved. In a similar fashion, an authority from NACOSTI was sought after. In 2023, the data collection took place during the months of February and April. In order to improve the percentage of people that really fill out the questionnaire, we

used a data collection method called "drop and pick." On the other side, the researcher scheduled interviews with the managers by setting up meetings with them in order to conduct the interviews.

### 3.8 Data Analysis

Data analysis, as defined by Zikmund, Babin, Carr, and Griffin (2010), is the mental process of making sense of collected data in order to draw conclusions about the investigation's overarching themes and to distill the study most important findings into digestible summaries. This is done to settle on a reliable pattern and isolate the pertinent particulars unearthed by the probe. Everything that goes into handling data must be coded, tweaked, entered, and monitored. The analysis of the data was guided by the study objectives and an estimate of the obtained data in order to discover the pattern that was shown in the information that was acquired with relation to the variables.

The study employed a combination of descriptive and inferential statistical techniques to analyze the data. For descriptive analysis, measures such as the mean and standard deviation were used to summarize and interpret the findings. Inferential methods, including correlation and regression analysis, were applied to establish the nature and strength of the relationship between effective event management and the hosting of sports tourism events in Nairobi City County, Kenya. In addition, qualitative data obtained from interviews with managers was examined through thematic content analysis to capture key patterns and perspectives.

The multiple regression model would be;

$$Y = \beta_0 + \beta X + e \dots\dots\dots(3.1)$$

Where:

Y = Success of sports tourism events

X = Risk assessment and risk assessment strategies

$\beta$ ; = the coefficients for the independent variable

e = Error term.

Table 3.3 shows a summary of data analysis.

**Table 3.3: Summary of Data Analysis**

| Objective | Objective  | Data Analysis Method   |
|-----------|--|--|
| i.        | To profile the sports tourism events and venues in Nairobi County, Kenya   | <ul style="list-style-type: none"><li>▪ Descriptive</li><li>▪ Quantitative</li></ul>                       |
| ii.       | To establish the effect of crowd management and risk assessment strategies on sports tourism events in Nairobi county, Kenya.  | <ul style="list-style-type: none"><li>▪ Descriptive</li><li>▪ Inferential</li><li>▪ Quantitative</li></ul> |
| iii.      | To determine the moderating effect of financial capability on the relationship between crowd management, risk assessment strategies and sports tourism events in Nairobi County, Kenya | <ul style="list-style-type: none"><li>▪ Descriptive</li><li>▪ Inferential</li><li>▪ Quantitative</li></ul> |

### **Moderating Effect of Financial Capability**

In order to evaluate how financial capability influences the link between risk assessment, risk management strategies, and sports tourism events in Nairobi City County, Kenya, the study applied the moderation procedure proposed by Kenny and Baron (1986), illustrated in the model below:

$$Y = \beta_0 + \beta\chi * M + e$$

Where;

Y = Success of sports tourism events

$\chi$  = Risk assessment and risk assessment strategies

M= Financial capability (Moderator).

### **3.9 Logical and Ethical consideration**

#### **3.9.1 Logical consideration**

After receiving permission to carry out the study, the researcher went on to the next step of the process, which is the collection of data. The researcher started the process by presenting the study proposal to the Kenyatta University Ethics Review Committee in the hopes of receiving approval from the committee to move on with the research (Salzmann-Erikson, 2024). The researcher made it a point to adhere to the guidelines established by the National Council for Science, Technology, and Innovation in order to guarantee that the research is carried out in compliance with the requirements of the Act that was passed in 2013. The study only included adults of the legal age who are able to make independent informed decisions to take part in the study with due permission to discontinue at any stage. The study was conducted with sole aim of studying human beings and not any non-human sample. On the other hand, the researcher ensured the respondents received a consent form and the ones who gave feedback signed the consent form and sent first or together with the questionnaire (Ishii & Ito, 2025). This was done with the aim of giving them a clear understanding of the purpose of the study and their rights as participants during the whole process.

#### **3.9.2 Ethical consideration**

Researchers should think about ethical considerations at every step of the research design process and across all research approaches. All of the ethical issues that are pertinent to research were adhered to during the course of the study. Before any subject is included in the study, they were asked to give their consent after receiving appropriate information (Eden, Chisom & Adeniyi, 2024). Each and every response was kept anonymous and secret while also being treated with the utmost respect. Instead than using the participants' names or other identifiers to link them to the

data, study numbers and information that is coded was used. This means that no data was linked to any participants. The only people who viewed the data were the people who took part in the study and the researcher.

Throughout the time period of the investigation and the procedure itself, the researcher acted with integrity in order to demonstrate the utmost respect for the participants' dignity. During the course of the inquiry, this was accomplished by taking measures to safeguard the welfare of the participants against any and all forms of injury, be it physical or mental. The potential dangers that the volunteers might confront throughout the experiment won't come close to matching the difficulties they face on a daily basis in their regular lives (Ahmad, Masum & Ali, 2024). This included things such as asking the participants to provide specific information on how they were feeling throughout the process of data gathering. The participants received a lot of information and reminders about the importance of maintaining their anonymity and the right to withdraw from the study at any point they feel comfortable doing so. When the process of collecting data was complete, the researcher distributed the debriefing form to all of the respondents who participated in the study. This was done with the intention of conveying to the participants the significance of the research being conducted.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

#### 4.1 Introduction

The analysis was structured in line with the objectives, followed by a subsequent discussion of the findings. The chapter begins by reporting findings about the response rate, data dependability, and validity. Next, the results on the demographic characteristics are presented. In addition, the study includes descriptive, correlation, and regression analyses.

#### 4.2 Response Rate

The response rate in data collection refers to the percentage of people who answered the questionnaire or participated in the study out of all those who were invited or selected to do so. It's a measure of how successful the data collection effort was in gathering information from the target population (Wu et al., 2022). A total of 122 questionnaires and interviews were administered to general managers and event managers. This comprised 105 sports participants and 17 event managers. Table 4.1 is a summary of the response rate.

**Table 4.1: Response Rate**

| <b>Response</b> | <b>Frequency</b> | <b>Percentage</b> |
|-----------------|------------------|-------------------|
| Returned        | 106              | 86.89             |
| Unreturned      | 16               | 13.11             |
| <b>Total</b>    | <b>122</b>       | <b>100.0%</b>     |

**Source: Field Data, 2023**

According to the data presented in Table 4.1, out of the total number, 106 were properly completed and sent back, resulting in a response rate of 86.89 percent. According to Orodho (2009), a response rate higher than 50% indicates a significant volume of data that may be used to represent

the viewpoints of the respondents in the chosen population regarding the research topic. Therefore, the results can be considered representative of the entire population.

### 4.3 Pilot Test Results

#### 4.3.1 Reliability

The study performed reliability testing to assess the consistency of the items and the suitability of the questionnaire for data collection. The study utilized the Cronbach alpha coefficient to evaluate the questionnaire's reliability. A pilot study was done on a subset of ten percent of the participants to assess the questionnaire's dependability. The threshold was established at 0.7, indicating that variables with a Cronbach alpha value of at least 0.7 were deemed to be reliable. These subjects were subsequently omitted from the primary study. Table 4.2 provides a concise overview of the findings on reliability.

**Table 4.2 Reliability Analysis**

| Variable                                       | Number of items | $\alpha > 0.7$ | Comments |
|--|-----------------|----------------|----------|
| Risk assessment and Risk Assessment Strategies | 15              | 0.851          | Reliable |
| Financial Capability                           | 10              | 0.813          | Reliable |
| Success of Sports Tourism Events               | 5               | 0.742          | Reliable |

**Source: Field Data, 2023**

The results table 4.2 demonstrate the reliability of the measured variables. The variable Risk assessment and Risk Assessment Strategies consisted of 15 items and achieved a high Cronbach Alpha coefficient of 0.851. The variable Financial Capability had 10 items and returned a Cronbach alpha of 0.813. Lastly, the variable Success of Sports Tourism Events containing 5 items also exhibited a Cronbach Alpha coefficient of 0.742. Given that all these values are above the 0.7

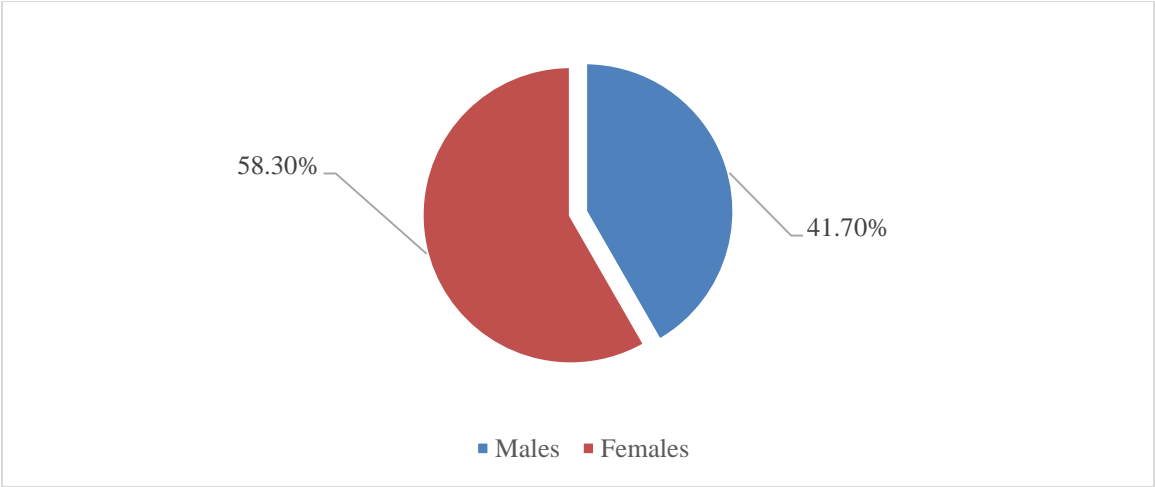
cut-off point, it is evident that the items measuring these variables are reliable and suitable for further analysis.

#### 4.4 Demographic Analysis

The study evaluated the demographic characteristics of the study participants which was presented in this section. The main aspects analyzed include gender, highest level of education, age bracket and the number of years that the participants had attended sports events at the underlying venue.

##### 4.4.1 Gender

The respondents were asked to provide information regarding their gender. The distribution of the respondent's gender was as presented in Figure 4.1.



**Figure 4.1: Gender**

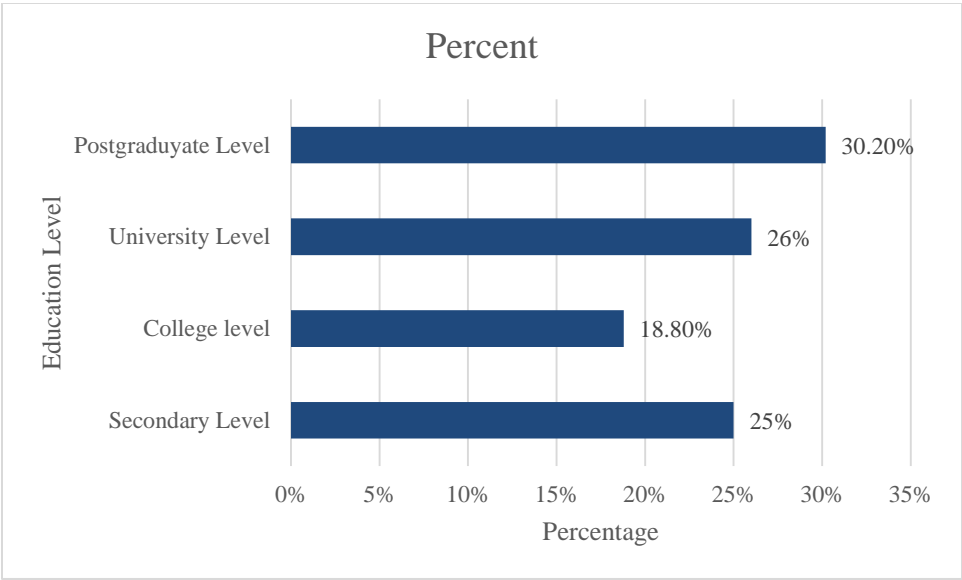
**Source: Field Data, 2024**

Based on the responses in Figure 4.1, the majority of the study participants are female, comprising 58.3% of the total participants. The male participants represent 41.7% of the sample. This data

highlights a gender diversity among the participants, with a larger percentage of females in the sample.

### 4.4.2 Level of Education

The respondents were asked to provide information regarding their highest level of education as shown in figure 4.2.



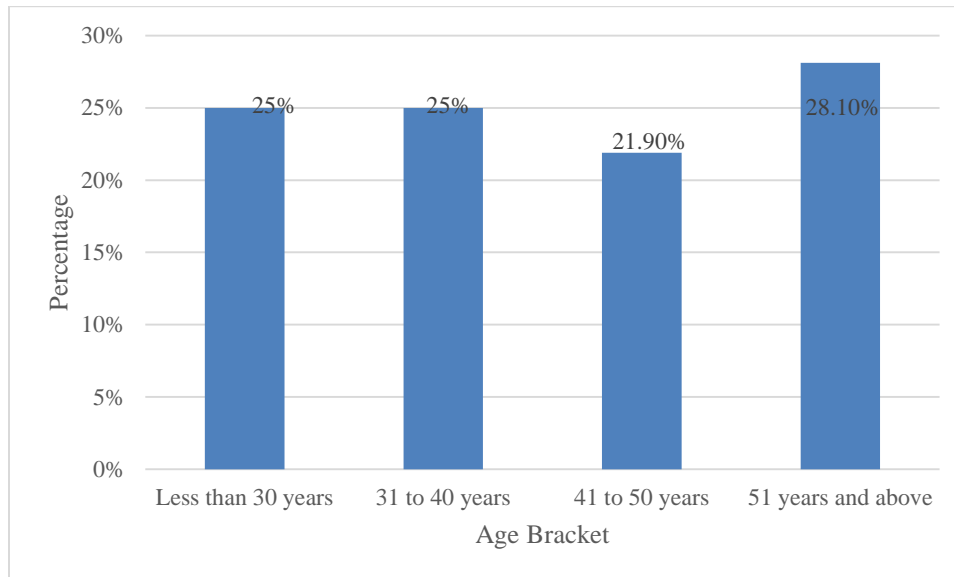
**Figure 4.2: Level of Education**

**Source: Field Data, 2024**

The responses in Table 4.2 illustrate the level of education among the general and event managers in the study. The majority, at 30.20%, hold postgraduate-level qualifications. University-level education follows closely at 26%, indicating a substantial number of highly educated participants. Secondary-level education accounts for 25% of the respondents, while college-level education represents 18.80% of the total. The responses reflect a well-educated group of general and event managers, with a significant portion holding postgraduate degrees and university-level qualifications.

### 4.4.3 Age

The respondents were asked to indicate their age as presented in figure 4.3.



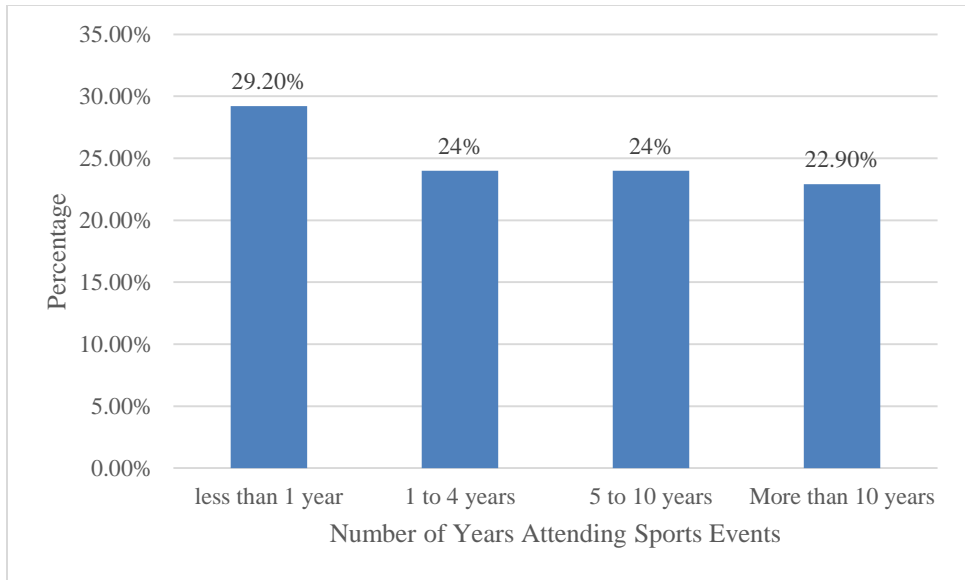
**Figure 4.3: Age**

**Source: Field Data, 2024**

The responses in Figure 4.3 shows that the age groups are fairly evenly distributed. Approximately 25% fall into the category of 'Less than 30 years' and '31 to 40 years' each. The '41 to 50 years' age group accounts for 21.90% of the respondents, while '51 years and above' constitutes the largest portion at 28.10%. These response highlights a diverse age range among the general and event managers, with a significant presence of both younger and more experienced professionals.

### 4.4.4 Number of Years Attending Sports Event

The participants were also asked to indicate the number of years that they have been attending sports events at the specified venue as shown in Figure 4.4.



**Figure 4.4: Number of Years Attending Sports Events**

**Source: Field Data, 2024**

The responses in Figure 4.4 show that 29.20% of the managers have been attending sports events for 'less than 1 year.' Another 24% have attended for '1 to 4 years,' and a similar 24% have been attending for '5 to 10 years.' Those with 'More than 10 years' of attendance account for 22.90% of the total. The responses indicate a diverse range of experience levels in terms of attending sporting events among the participants, with a significant portion having a long-standing history of attendance.

**4.5 Diagnostic Tests**

Before carrying out the regression analysis, diagnostic checks were performed in SPSS to confirm that the data met the required assumptions and that the statistical parameters fell within acceptable thresholds.

### 4.5.1 Normality Tests

The Shapiro-Wilk test was utilized to assess normalcy. If the selected alpha value exceeds the p-value, we can confidently adopt the alternative hypothesis, as there is substantial evidence indicating that the data does not follow a normal distribution. The null hypothesis of the Shapiro-Wilk test posits that the population follows a normal distribution. Table 4.3 displays the outcomes of the normalcy test.

**Table 4.3: Shapiro-Wilk Test of Normality**

|                                  | <b>Statistic</b> | <b>Shapiro-Wilk<br/>df</b> | <b>Sig.</b> |
|----------------------------------|------------------|----------------------------|-------------|
| Success of Sports Tourism Events | 0.931            | 106                        | 0.115       |

a. Lilliefors Significance Correction

**Source: Field Data, 2024**

All of the variables were found to have p-values greater than 0.05 based on the results in Table 4.3. This implies that the null hypothesis had to be disproved and leads to the conclusion that the data come from a normal population, meaning that the normality assumption is satisfied because the data is normally distributed.

### 4.5.2 Multicollinearity Tests

Multicollinearity arises when there is a strong correlation between two or more predictor variables in a multiple regression model. A set of variables is considered to be completely multicollinear if there exists at least one precise linear relationship among some of the variables. The study assessed multicollinearity by examining the tolerance of the variables and the VIF value. Values exceeding 0.2 for the variable's tolerance and falling below 10 for the VIF indicate the absence of multicollinearity. The findings are presented in Table 4.4.

**Table 4.4: Multicollinearity Test Using Tolerance and VIF**

| Variable                                       | Collinearity Statistics |       |
|--|-------------------------|-------|
|  | Tolerance               | VIF   |
| Risk assessment and Risk Management Strategies | 0.997                   | 2.103 |
| Financial Capability                           | 0.817                   | 2.479 |

**Source: Field Data, 2024**

The findings suggest that there was no multicollinearity in the data because all of the variables had tolerance values  $> 0.2$  and VIF values less than 10 but larger than 2, as shown in Table 4.4.

#### 4.5.3 Tests for Heteroscedasticity

To test for heteroscedasticity, the study applied the Breusch-Pagan procedure as suggested by Waldman (1983). The test was based on the null assumption that the error terms exhibit constant variance, or homoscedasticity (Schober, Boer, & Schwarte, 2018). In the event that this assumption was violated and heteroscedasticity detected, the analysis would have required the use of a Feasible Generalized Least Squares (FGLS) model to correct for the problem (Muller & Stadtmüller, 1987). The results from this diagnostic test are presented in Table 4.5.

**Table 4.5: Heteroscedasticity Results**

| <u>Breusch-Pagan / Cook-Weisberg test for heteroscedasticity</u> |         |
|--|---------|
| Ho: Constant variance  |         |
| Variables: fitted values of Success of Sports Tourism Events     |         |
| chi2 (1)   | = 0.632 |
| <u>Prob</u> > chi2   | = 0.479 |

**Source: Field Data, 2024**

The probability chi-square value was  $0.479 > 0.05$  showing that heteroscedasticity does not exist in the data.

#### 4.6 Sports Tourism Events and Venues

The first objective of the study was to profile the sports tourism events and venues in Nairobi City County, Kenya. KII were asked to describe the variety of sports tourism events that have taken place in Nairobi City County over the past few years, highlighting the most popular ones. In response, most of the KII explained that;

*Nairobi City County has witnessed a diverse range of sports tourism events in recent years. Among the most popular events are international rugby tournaments, including the Safari Sevens, which attracts teams from various countries. Additionally, marathons like the Standard Chartered Nairobi Marathon have gained global recognition, drawing both professional athletes and recreational runners from different parts of the world. These events not only promote sports tourism but also contribute significantly to the local economy.*

In addition, the respondents indicated that;

*One notable sports tourism event in Nairobi City County is the Barclays Kenya Open, a golf tournament that is part of the European Challenge Tour. Golf enthusiasts and professionals from around the world converge on the Karen Country Club to participate in or witness this prestigious event. Nairobi also hosts cricket tournaments, such as the East Africa Premier League, which sees teams from East Africa competing, and these events have a dedicated following.*

Moreover, most of the KII respondents by explaining that;

*Nairobi City County has embraced motorsport events as well, with the Kenya Safari Rally making a comeback as part of the World Rally Championship calendar. The rally traverses*

*various terrains within Nairobi and its surroundings, attracting motorsport enthusiasts and tourists who come to experience the excitement of this iconic event. Furthermore, athletics meetings like the Kip Keino Classic have brought world-class athletes to Nairobi, making it a hub for track and field sports.*

The respondents further explained that;

*Beyond traditional sports, Nairobi City County has also seen a surge in adventure sports tourism. Mountain biking competitions, trail running races, and wildlife safaris combined with sporting activities have become popular. The Maasai Mara Marathon, for instance, combines a marathon with the chance to explore the magnificent Maasai Mara National Reserve. These unique events showcase the natural beauty and cultural heritage of the region, making them attractive to both sports enthusiasts and tourists.*

The respondents were also asked to indicate some of the key venues or facilities in Nairobi City County that have hosted sports tourism events, and what makes them attractive for such events. In response, most of the KII indicated that;

*The Kasarani Stadium Complex, located in the Kasarani area of Nairobi City County, stands out as one of the primary venues for hosting sports tourism events. Its multifunctional nature allows it to accommodate various sports, from football to athletics. The main stadium has a seating capacity of over 60,000 spectators, making it ideal for large-scale events. Additionally, the facility boasts a modern track and field, which has attracted numerous international athletics competitions, including the World Athletics Continental Tour meetings. The accessibility of Kasarani Stadium, along with its state-of-the-art facilities, makes it a magnet for sports tourism. Moreover, its proximity to hotels*

*and commercial centers ensures the convenience of visitors, enhancing the overall appeal of the venue.*

In addition, the respondents indicated that;

*The Karen Country Club, situated in the serene Karen suburb of Nairobi, is renowned for hosting prestigious golf tournaments like the Barclays Kenya Open. What makes this venue attractive for such events is its picturesque golf course designed to international standards. The lush green fairways, well-manicured greens, and challenging layout not only provide a top-notch golfing experience but also create a visually appealing backdrop for televised coverage. Moreover, Karen Country Club offers excellent hospitality services, including fine dining and accommodation options, making it a preferred choice for international golfers and their fans. Its tranquil setting amid Nairobi's greenery adds to the overall charm, making it a favorite destination for sports tourism enthusiasts seeking an immersive experience in a natural and elegant environment.*

The key informants were also asked to indicate local businesses, restaurants, and accommodations benefit from sports tourism events in Nairobi City County, and what strategies have been used to enhance this aspect of the tourism industry. Most of them explained that;

*Local businesses, restaurants, and accommodations in Nairobi City County benefit significantly from sports tourism events. These events bring in a steady influx of tourists, athletes, and spectators, leading to increased patronage for local businesses. Restaurants experience higher footfall as visitors seek diverse culinary experiences, thus boosting their revenue. Accommodations, ranging from hotels to guesthouses, witness increased occupancy rates during events, resulting in improved profitability. To enhance this aspect*

*of the tourism industry, local businesses often collaborate with event organizers to offer special deals and packages to participants and spectators. Additionally, marketing campaigns targeting sports tourists are launched, emphasizing the unique cultural and culinary experiences Nairobi City County has to offer, thereby encouraging longer stays and repeat visits. Such strategic partnerships and promotions help local establishments capitalize on the economic opportunities presented by sports tourism events and contribute to the overall growth of Nairobi City County's tourism sector.*

The key informant interviews (KIIs) revealed a diverse array of sporting events that have taken place in Nairobi City County over recent years. Among the most prominent were international rugby tournaments like the Safari Sevens and globally recognized marathons such as the Standard Chartered Nairobi Marathon. These events not only promote sports tourism but also significantly contribute to the local economy. The study also highlighted the presence of prestigious golf tournaments like the Barclays Kenya Open, cricket tournaments like the East Africa Premier League, and the revival of the Kenya Safari Rally, all of which attract enthusiasts and tourists from around the world. Additionally, athletics meetings like the Kip Keino Classic have solidified Nairobi's position as a hub for track and field sports. Furthermore, the study noted a surge in adventure sports tourism, including mountain biking competitions, trail running races, and unique events like the Maasai Mara Marathon, which combines sports with wildlife safaris, showcasing the natural beauty and cultural heritage of the region.

Regarding key venues and facilities, the KIIs identified the Kasarani Stadium Complex as a primary venue for hosting sports tourism events. Its multifunctional nature, modern track and field, and accessibility make it an ideal choice for various sports events. The Kasarani Stadium's proximity to hotels and commercial centers adds to its appeal for visitors. Another significant

venue mentioned was the Karen Country Club, renowned for hosting prestigious golf tournaments. Its picturesque golf course, top-notch facilities, fine dining options, and proximity to Nairobi's greenery create an attractive backdrop for sports events and contribute to the immersive experience of sports tourists. These venues play a pivotal role in facilitating and enhancing sports tourism in Nairobi City County, contributing to its economic growth.

#### 4.7 Risk assessment and Risk Assessment Strategies

The study sought to establish the effect of risk assessment strategies on sports tourism events in Nairobi City County, Kenya.

##### 4.7.1 Descriptive Analysis

This section presents descriptive analysis results on risk assessment and risk assessment strategies. The statements were Likert scale in nature and the scale used for answering was as follows: (*5-Strongly Agree, 4-Agree, 3-Undecided, 2-Disagree, and 1-Strongly Disagree*). Participants were asked to rate their agreement or otherwise on risk assessment and risk assessment strategies' components. The results are presented in Table 4.6.

**Table 4.6: Descriptive Analysis on Risk assessment and Risk Assessment Strategies**

|  | Strongly Disagree | Disagree | Neutral | Agree  | Strongly Agree | Mean | Std. Dev |
|--|-------------------|----------|---------|--------|----------------|------|----------|
| The venue management pays attentions to event guidelines when organizing any sporting event. | 6.30%             | 7.30%    | 11.50%  | 26.00% | 49.00%         | 4.04 | 1.21     |
| The venue management conduct security feasibilities when organizing any sporting event       | 3.10%             | 6.30%    | 18.80%  | 27.10% | 44.80%         | 4.04 | 1.08     |
| The venue management engages personnel planning in all their events organizations            | 5.20%             | 6.30%    | 13.50%  | 24.00% | 51.00%         | 4.09 | 1.17     |
| The venue management quality assurance and support services teams are always                 | 4.20%             | 9.40%    | 14.60%  | 27.10% | 44.80%         | 3.99 | 1.17     |

|  |       |        |        |        |        |              |      |
|--|-------|--------|--------|--------|--------|--------------|------|
| involved in sports event management.   |       |        |        |        |        |              |      |
| The venue management do capacity management evaluation in all its sports events.   | 1.00% | 5.20%  | 21.90% | 35.40% | 36.50% | 4.01         | 0.95 |
| The venue management encourage communication risk assessment practices when conducting sports events.  | 5.20% | 4.20%  | 15.60% | 30.20% | 44.80% | 4.05         | 1.12 |
| The venue management value feedbacks and after event our visitors are free to file any comment   | 5.20% | 7.30%  | 14.60% | 28.10% | 44.80% | 4            | 1.17 |
| The venue management has invested in modern communication technology to fasten its services delivery   | 3.10% | 6.30%  | 10.40% | 30.20% | 50.00% | 4.18         | 1.06 |
| The venue management has put in place modern communication in our marketing and customer access  | 5.20% | 8.30%  | 12.50% | 27.10% | 46.90% | 4.02         | 1.19 |
| The management of the venue devotes the majority of their communication time to verbal and written interactions with their staff members                       | 3.10% | 5.20%  | 15.60% | 30.20% | 45.80% | 4.1          | 1.05 |
| The management of the venue makes use of outsourcing as a tactical instrument for the management of their operations.  | 4.20% | 7.30%  | 14.60% | 26.00% | 47.90% | 4.06         | 1.14 |
| Review sessions are held with service providers by the venue management to ensure the continued success of the relationship with the outsourcing organization. | 2.10% | 10.40% | 15.60% | 30.20% | 41.70% | 3.99         | 1.09 |
| The venue management practices inventory management in their operations.   | 6.30% | 8.30%  | 15.60% | 26.00% | 43.80% | 3.93         | 1.22 |
| The venue management logistic department plans, implements, and controls event equipment and support items   | 6.30% | 7.30%  | 11.50% | 26.00% | 49.00% | 4.04         | 1.21 |
| The venue logistics managers supervise their coworkers and communicate with them to ensure that stock is managed and transferred as effectively as possible.   | 7.30% | 7.30%  | 10.40% | 26.00% | 49.00% | 4.02         | 1.25 |
| <b>Average Mean</b>  |       |        |        |        |        | <b>4.037</b> |      |

**Source: Field Data, 2024**

Based on the results in the Table 4.6, a majority of the respondents (75.0%) agreed that venue management pays attention to event guidelines when organizing any sporting event (Mean=4.04, SD=1.21). Additionally, a majority (72.9%) also agreed that venue management conducts security feasibility studies when organizing any sporting event (Mean=4.04, SD=1.08). Furthermore, a significant majority (75.0%) of respondents agreed that venue management engages in personnel planning in all their event organizations (Mean=4.09, SD=1.17). Regarding the involvement of quality assurance and support services teams in sports event management, a substantial majority (71.9%) were in agreement that the management is involved in quality assurance and support services (Mean=3.99, SD=1.17).

A majority (71.9%) of the participants agreed that there existed capacity management evaluation in sports events (Mean=4.01, SD=0.95). Similarly, a majority of the participants (74.0%) agreed that venue management encourages communication risk assessment practices in sports events (Mean=4.05, SD=1.12). Finally, when it comes to valuing feedback from visitors, the majority (75.1%) agreed (Mean=4.00, SD=1.17). A majority of respondents (80.20%) agreed that venue management has invested in modern communication technology to fasten its services delivery (Mean=4.18, SD=1.06). Similarly, a majority (74.00%) agreed that venue management has implemented modern communication in marketing and customer access (Mean=4.02, SD=1.19). Furthermore, a significant majority (76.00%) agreed that venue management devotes the majority of their communication time to verbal and written interactions with their staff members (Mean=4.10, SD=1.05).

Regarding the use of outsourcing as a tactical instrument for the management of operations, a majority (74.90%) agreed that venue management employs outsourcing as a tactical instrument

for operations management (Mean=4.06, SD=1.14). A majority 72.90% of respondents agreed that review sessions with service providers are conducted by venue management to ensure the success of the relationship with outsourcing organizations (Mean=3.99, SD=1.09). In enhancing inventory management in operations, a majority (70.60%) of the participants agreed that venue management practices inventory management (Mean=3.93, SD=1.22). Additionally, when it comes to the logistic department's role in planning, implementing, and controlling event equipment and support items. A majority (75.00%) of the participants agreed that venue management logistic department plans, implements, and controls event equipment and support items (Mean=4.04, SD=1.21). A significant majority (75.30%) that logistic managers and supervising coworkers communicate with the general and event managers (Mean=4.02, SD=1.25). Overall, the average mean score for these statements was 4.037, suggesting a general consensus among respondents on various aspects of venue management practices.

During the interviews with event managers, the KIIs responded to key issues regarding crowd control and risk assessment strategies. KII stated that:

KII 1 stated;

*"We can't stress enough the importance of pre-event assessments. They provide us a baseline of what to prepare for, be it in terms of crowd control or security measures. A well-conducted risk assessment allows us to allocate resources more efficiently, ensuring a smoother event overall. Just as a regulatory framework guides our operations on a broader scale, these assessments guide us on a micro-level, allowing us to adapt and react to real-time situations without compromising the quality of the event or the safety of attendees" (KII 1, 10 October, 2023).*

Further, KII 2 and 3 explained that;

*"Communication is vital, especially in this digital age. We've invested in modern communication technologies to ensure that all event logistics run seamlessly. Effective communication allows us to manage risks proactively, identify bottlenecks, and provide immediate solutions. These technologies aren't just for internal use; they're also leveraged for marketing and improving customer experiences. The feedback loop is crucial; the more we understand our patrons, the better we can serve them"* (KII 2, 15 October, 2023).

*"Outsourcing is another strategy we often employ, especially for tasks outside our core competencies. We conduct review sessions with these external providers to ensure that their services align with our risk assessment strategies. This way, we can focus on what we do best, ensuring the success of the sporting event, while specialized service providers handle the rest. It's a win-win relationship"* (KII 3, 15 October, 2023).

The responses are summarized in the Table 4.7.

**Table 4.7: Summary of Interview Responses**

| <b>Theme</b>  | <b>Key Insights</b>   | <b>KII Respondent(s)</b> |
|---|---|--------------------------|
| Importance of Pre-Event Risk Assessments              | Pre-event assessments provide a planning baseline and guide resource allocation for smooth and safe events. | KII 1                    |
| Use of Communication Technologies                     | Modern communication tools ensure seamless event logistics and internal coordination.                       | KII 2                    |
| Proactive Risk Management through Communication       | Effective communication helps identify risks early and implement immediate solutions.                       | KII 2                    |
| Customer Feedback and Experience Enhancement          | Digital feedback mechanisms help improve understanding of customer needs and service delivery.              | KII 2                    |
| Outsourcing and Strategic Partnerships                | Outsourcing is used for non-core tasks, allowing focus on core event functions.                             | KII 3                    |
| Alignment of Outsourced Services with Risk Strategies | External service providers are reviewed regularly to ensure alignment with event risk strategies.           | KII 3                    |

### 4.7.2 Correlation Analysis

This study conducted a correlation analysis to evaluate the strength and nature of the association between risk assessment strategies and the success of sports tourism events in Nairobi City County, Kenya. Table 4.8 shows the correlation matrix.

**Table 4.8: Correlation Matrix**

|                                     |  | <b>Success of Sports<br/>Tourism Events</b> | <b>Risk<br/>Strategies</b> | <b>Assessment</b> |
|-------------------------------------|--|---|----------------------------|-------------------|
| Success of Sports<br>Tourism Events | Pearson Correlation<br>Sig. (2-tailed) | 1.000                                       |                            |                   |
| Risk Assessment<br>Strategies       | Pearson Correlation<br>Sig. (2-tailed) | .837**<br>0.005                             | 1.000                      |                   |

The correlation analysis results in Table 4.8 indicate a strong positive and significant association between the success of sports tourism events and risk assessment strategies in Nairobi City County, Kenya ( $r = 0.837$ ,  $p < 0.005$ ). This finding is statistically significant at the 5% level of significance. It suggests that as the effectiveness of risk assessment strategies improves, it positively influences the success of sports tourism events in the region.

### 4.7.3 Regression Analysis

Regression analysis was conducted to determine the influence of risk assessment strategies on the success of sports tourism events in Nairobi City County, Kenya. Table 4.9 presents the regression model summary.

**Table 4.9: Model Summary**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .837a | 0.70     | 0.697             | 0.33709                    |

a Predictors: (Constant), Risk Assessment Strategies

As shown in Table 4.9, the regression analysis reveals that risk assessment strategies have a significant influence on the success of sports tourism events in Nairobi City County, Kenya. The R coefficient of 0.837 indicates a strong positive association between risk assessment strategies and event success. This implies that risk assessment strategies are highly correlated with event success ( $R = 0.837$ ). Furthermore, the coefficient of determination (R-squared) is 0.70, signifying that risk assessment strategies explain 70% of the variability in the success of sports tourism events in Nairobi City County. Table 4.10 provides the analysis of the variance (ANOVA) results.

**Table 4.10: ANOVA**

| Model |            | Sum of Squares | df | Mean Square | F       | Sig.              |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1     | Regression | 25.207         | 1  | 25.207      | 221.835 | .000 <sup>b</sup> |
|       | Residual   | 10.795         | 95 | 0.114       |         |                   |
|       | Total      | 36.002         | 96 |             |         |                   |

a. Dependent Variable: Success of Sports Tourism Events

b. Predictors: (Constant), Risk Assessment Strategies

Findings in Table 4.10 indicate that the regression model is a strong fit for explaining variations in the success of sports tourism events. The analysis shows that risk assessment strategies, as an independent variable, have a substantial influence on event success. This is evidenced by the high F-value of 221.835 and a corresponding p-value of less than .001, which is far below the standard threshold of 0.05 for statistical significance. These results confirm that risk assessment strategies

are a key determinant in predicting the success of sports tourism events within Nairobi City County. The detailed coefficient estimates from the regression analysis are provided in Table 4.11.

**Table 4.11: Regression Coefficient Results**

| Model |                            | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig.  |
|-------|----------------------------|-----------------------------|------------|---------------------------|--------|-------|
|       |                            | $\beta$                     | Std. Error | Beta                      |        |       |
| 1     | (Constant)                 | 1.884                       | 0.14       |                           | 13.434 | 0.000 |
|       | Risk Assessment Strategies | 0.504                       | 0.034      | 0.837                     | 14.894 | 0.000 |

a. Dependent Variable: Success of Sports Tourism Events

The regression model then became;

$$Y = 1.884 + 0.504X$$

Where:

Y = Success of sports tourism events

X = Risk assessment and risk assessment strategies

The regression analysis results, as presented in Table 4.11, reveal that risk assessment strategies had a positive and statistically significant influence on the success of sports tourism events ( $\beta = 0.504$ ,  $p < 0.001$ ). This implies that for every one-unit increase in risk assessment strategies, there is a corresponding increase of approximately 0.504 units in the success of sports tourism events, assuming all other factors remain unchanged. This suggests that a stronger emphasis on and better implementation of risk assessment strategies can significantly enhance the outcomes and success of sports tourism events, which aligns with the findings from the statistical analysis and implies a practical significance of this relationship.

#### **4.7.4 Hypothesis Testing**

*H<sub>01</sub>: There is no significant relationship between risk assessment strategies and sports tourism events in Nairobi City County, Kenya.*

The hypothesis was evaluated through linear regression analysis, as presented in Table 4.10, with the decision guided by the p-value. The rule applied stated that if  $p < 0.05$ , the null hypothesis (H<sub>01</sub>) would be rejected, whereas if  $p > 0.05$ , it would be retained. The findings in Table 4.10 indicated a p-value below the 0.05 threshold. Consequently, the null hypothesis was rejected, and the alternative hypothesis was accepted, confirming that risk assessment strategies have a significant influence on sports tourism events in Nairobi City County, Kenya.

#### **4.8 Moderating Effect of Financial Capability**

The study sought to establish the moderating effect of financial capability on the relationship between risk assessments, risk assessment strategies and sports tourism events in Nairobi City County, Kenya.

##### **4.8.1 Descriptive Statistics**

This section presents descriptive analysis results on financial capability and sports tourism events. Participants were asked to rate their agreement or otherwise on financial capability and sports tourism. The descriptive results are presented in Table 4.11.

**Table 4.11: Descriptive Analysis of Financial Capability**

|  | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Neutral</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b>  | <b>Std. Dev</b> |
|--|--------------------------|-----------------|----------------|--------------|-----------------------|--------------|-----------------|
| The venue management practices outsourcing as a strategic tool for management of their operations.                                   | 0.00%                    | 0.00%           | 30.90%         | 40.20%       | 28.90%                | 3.98         | 0.78            |
| The venue management conducts review sessions with service providers for the success of outsourcing relationship.                    | 1.00%                    | 0.00%           | 23.70%         | 36.10%       | 39.20%                | 4.12         | 0.84            |
| The venue management practices inventory management in their operations.   | 1.00%                    | 2.10%           | 30.90%         | 27.80%       | 38.10%                | 4            | 0.94            |
| The venue management logistic department plans, implements, and controls event equipment and support items.                          | 1.00%                    | 1.00%           | 30.90%         | 35.10%       | 32.00%                | 3.96         | 0.88            |
| The venue logistics managers oversee and liaise with colleagues to ensure stock is maintained and moved efficiently.                 | 1.00%                    | 1.00%           | 34.00%         | 28.90%       | 35.10%                | 3.96         | 0.91            |
| The venue management conducts training periodically on their employees.  | 0.00%                    | 1.00%           | 38.10%         | 32.00%       | 28.90%                | 3.89         | 0.84            |
| The venue management disseminates training information through seminars, conferences, and meetings.                                  | 0.00%                    | 0.00%           | 37.10%         | 27.80%       | 35.10%                | 3.98         | 0.85            |
| The venue management engages its staff on knowledge, skill and attitude trainings.   | 0.00%                    | 1.00%           | 28.90%         | 35.10%       | 35.10%                | 4.04         | 0.83            |
| The venue employees are satisfied with the way in which the organization identifies their training.                                  | 0.00%                    | 0.00%           | 36.10%         | 33.00%       | 30.90%                | 3.95         | 0.82            |
| Financial strength helps in the assimilation of new competencies that are applied to improve productivity and customer satisfaction. | 0.00%                    | 0.00%           | 29.90%         | 26.80%       | 43.30%                | 4.13         | 0.85            |
| <b>Average Mean</b>  |                          |                 |                |              |                       | <b>4.001</b> |                 |

**Source: Field Data, 2024**

The results in Table 4.11 shows that a majority of the participants (69.10%) agreed that venue management practices outsourcing as a strategic tool for the management of their operations (Mean=3.98, SD=0.78). Further, a majority of the participants (75.30%) agreed that venue

management conducts review sessions with service providers for the success of the outsourcing relationship (Mean=4.12, SD=0.84). Additionally, majority of the participants (68.90%) agreed that venue management practices inventory management in their operations (Mean=4.00, SD=0.94).

Moreover, a majority of the participants (65.10%) agreed that the venue management logistic department plans, implements, and controls event equipment and support items (Mean=3.96, SD=0.88). Consequently, a majority of the participants (66.10%) agreed that the venue logistics managers oversee and liaise with colleagues to ensure stock is maintained and moved efficiently (Mean=3.96, SD=0.91). In addition, a majority of the participants (70.10%) agreed that the venue management conducts training periodically on their employees (Mean=3.89, SD=0.84). Also, a majority of the participants (72.90%) agreed that the venue management disseminates training information through seminars, conferences, and meetings (Mean=3.98, SD=0.85).

Moreover, a majority of the participants (70.20%) agreed that the venue management engages its staff on knowledge, skill, and attitude trainings (Mean=4.04, SD=0.83). Moreover, a majority of the participants (69.90%) agreed that venue employees are satisfied with the way in which the organization identifies their training (Mean=3.95, SD=0.82). A majority of the participants (70.10%) agreed that financial strength helps in the assimilation of new competencies that are applied to improve productivity and customer satisfaction (Mean=4.13, SD=0.85). The average mean score across all these statements was approximately 4.001, suggesting a general consensus among respondents regarding various aspects of venue management practices.

The event managers also corroborated the descriptive analysis findings by stating that financial capability plays a solid role in enhancing the success of sports tourism events in Nairobi City County, Kenya.

KII 4 stated that;

*"Financial capability is like the backbone of our operations. Outsourcing is one of the strategic tools we use to manage costs and focus on our core capabilities. It's not just about cutting corners; it's about optimizing our operational efficiency. Regular review sessions with our service providers ensure that we're getting the value we aim for and maintaining a healthy relationship that benefits both parties"* (KII 4, 18 October, 2023).

KII 5 and 6 explained that;

*"Inventory management and logistics are areas where financial capability really shines. Efficient planning and control of event equipment and support items are not just logistics matters; they're also financial decisions. With strong financial management, we can implement more effective systems, ensuring that resources are used optimally"* (KII 5, 20 October, 2023).

*"Training is another area where financial strength plays a role. Regular training sessions, be it through seminars, conferences, or meetings, help improve our staff's knowledge, skills, and attitudes. This, in turn, increases productivity and enhances customer satisfaction. Financial strength allows us to invest in human capital, and that's an investment that always pays off"* (KII 6, 24 October, 2023).

#### **4.8.2 Correlation Analysis**

In order to assess how financial capability relates to the success of sports tourism events within Nairobi City County, the study carried out a correlation analysis. The results of this analysis are summarized in the correlation matrix presented in Table 4.12.

**Table 4.12: Correlation Matrix**

|                                     |                     | <b>Success of Sports<br/>Tourism Events</b> |  | <b>Financial Capability</b> |
|-------------------------------------|---------------------|---|--|-----------------------------|
| Success of Sports<br>Tourism Events | Pearson Correlation | 1.000                                       |  |                             |
|                                     | Sig. (2-tailed)     |   |  |                             |
| Financial Capability                | Pearson Correlation | .642**                                      |  | 1.000                       |
|                                     | Sig. (2-tailed)     | 0.005                                       |  |                             |

The correlation matrix in Table 4.12 reveals that Pearson correlation coefficient between the success of sports tourism events and financial capability is 0.642, and this correlation is statistically significant ( $p = 0.005$ , 2-tailed). This indicates a moderately strong positive association between these two variables. This implies that as financial capability increases, there tends to be a corresponding increase in the success of sports tourism events. This outcome suggests that having stronger financial resources and capabilities can play a significant role in enhancing the overall success of sports tourism events in Nairobi City County, Kenya, as indicated by the statistically significant correlation coefficient.

#### **4.8.3 Model Summary of Moderating Effect of Financial Capability**

Table 4.13 presents the model summary examining the moderating role of financial technology. The coefficient of determination ( $R^2$ ) was applied to assess the extent to which the model explained the data once the moderation effect was introduced.

**Table 4.13: Model Summary**

| <b>Model</b> | <b>R</b> | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| 1            | .860a    | 0.740           | 0.735                    | 0.36623                           |

a. Predictors: (Constant), Risk assessment and Risk Assessment Strategies\* Financial Capability

**Source: Field Data, 2024**

As indicated in Table 4.13, the R<sup>2</sup> value increased to 0.740 after introducing financial capability as a moderating variable, compared to 0.700 in the non-moderated model. This increase demonstrates that financial capability strengthens the link between risk assessment, risk management strategies, and sports tourism events in Nairobi City County, accounting for 74.0% of the variation in the success of these events.

### **ANOVA Analysis for the Moderating Effect of Financial Capability**

Table 4.14 shows the Analysis of Variance (ANOVA) results for the moderating effect of financial capability.

**Table 4.14: ANOVA for Moderating Effect of Financial Capability**

| <b>Model</b> |            | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b>       |
|--------------|------------|-----------------------|-----------|--------------------|----------|-------------------|
| 1            | Regression | 23.26                 | 1         | 23.26              | 189.106  | .000 <sup>b</sup> |
|              | Residual   | 12.742                | 104       | 0.123              |          |                   |
|              | Total      | 36.002                | 105       |                    |          |                   |

a. Dependent Variable: Success of Sports Tourism Events

a. Predictors: (Constant), Risk assessment and Risk Assessment Strategies\* Financial Capability

**Source: Field Data, 2024**

The findings indicate that the regression model testing the moderating role of financial capability on the relationship between risk assessment, risk management strategies, and sports tourism events in Nairobi City County was statistically significant, as shown by  $F = 189.106$  with  $p = 0.000 < 0.05$ . This outcome suggests that financial capability has a meaningful impact on the success of sports tourism events within the county.

### **Regression Coefficients for the Moderating Effect of Financial Capability**

The results in Table 4.15 show the regression coefficients after moderation using financial capability.

**Table 4.15: Moderating Effect of Financial Capability**

| Model |  | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig.  |
|-------|--|-----------------------------|------------|---------------------------|--------|-------|
|       |  | B                           | Std. Error |                           |        |       |
| 1     | (Constant)   | 2.013                       | 0.149      |                           | 13.533 | 0.000 |
|       | Crown Management and Risk Assessment Strategies*FC | 0.118                       | 0.009      | 0.804                     | 13.169 | 0.000 |

a. Dependent Variable: Success of Sports Tourism Events

**Source: Field Data, 2024**

The Moderation model then became:

$$Y = 2.013 + 0.118X*FC$$

Where:

Y= Success of Sports Tourism Events

X= Risk assessment and Risk Assessment Strategies

FC=Financial Capability (moderator)

Based on the results, Risk assessment and Risk Assessment Strategies was significant after moderation with p-value= 0.000<.05. This implies that financial capability moderates the relationship between risk assessment and risk Assessment strategies and the Success of Sports Tourism Events.

#### **4.8.4 Hypothesis Testing**

The second hypothesis was evaluated through linear regression analysis, as presented in Table 4.15, with the decision guided by the p-value. The testing criteria specified that if  $p < 0.05$ , the null hypothesis (H02) would be rejected, whereas if  $p > 0.05$ , it would be retained. The results in Table 4.15 indicated a p-value below the 0.05 threshold. Consequently, the null hypothesis was

rejected, and the alternative hypothesis accepted, confirming that financial capability moderates the relationship between risk assessment strategies and sports tourism events in Nairobi City County, Kenya.

#### 4.9 Success of Sports Tourism Events

The study dependent variable was the success of sports tourism events in Nairobi City County, Kenya. Participants were asked to rate their agreement or otherwise regarding the success of sports tourism in Nairobi City County. The results are shown in Table 4.16.

**Table 4.16: Descriptive Analysis of Success of Sports Tourism Events**

|   | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Neutral</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b>  | <b>Std. Dev</b> |
|---|--------------------------|-----------------|----------------|--------------|-----------------------|--------------|-----------------|
| Timely completion                       | 0.00%                    | 0.00%           | 33.00%         | 37.10%       | 29.90%                | 3.97         | 0.80            |
| Customer satisfaction                   | 2.10%                    | 2.10%           | 35.10%         | 20.60%       | 40.20%                | 3.95         | 1.01            |
| Budget meets costs                      | 0.00%                    | 0.00%           | 37.10%         | 38.10%       | 24.70%                | 3.88         | 0.78            |
| Improved service delivery               | 5.20%                    | 6.20%           | 16.50%         | 32.00%       | 40.20%                | 3.96         | 1.14            |
| Improved reputation of the organization | 5.20%                    | 8.20%           | 10.30%         | 26.80%       | 49.50%                | 4.07         | 1.18            |
| <b>Average Mean</b>                     |                          |                 |                |              |                       | <b>3.966</b> |                 |

**Source: Field Data, 2024**

Given the results in Table 4.16, a majority of the participants (66.10%) agreed that timely completion affects the success of tourism spot events (Mean=3.97, SD=0.8). A majority of the participants (60.80%) agreed that customer satisfaction impacts the success of tourism spot events (Mean=3.95, SD=1.01). A majority of the participants (62.80%) agreed that budget meeting costs affects the success of tourism spot events (Mean=3.88, SD=0.78). A majority of the participants (72.20%) agreed that improved service delivery affects the success of tourism spot events (Mean=3.96, SD=1.14). Similarly, a majority of the participants (75.30%) agreed that the improved reputation of the organization impacts the success of tourism spot events (Mean=4.07,

SD=1.18). The average mean score across all these indicators was approximately 3.966, indicating a general consensus among participants regarding the influence of these factors on the success of tourism spot events.

The KII also corroborated the descriptive findings on the success of sports tourism events in Nairobi City County, Kenya.

KII 7 stated;

*"The success of a sports tourism event isn't only measured by the finish line, but the journey taken to get there. Timely completion is crucial. This involves every aspect from planning to execution. We've found that staying on schedule has a ripple effect on customer satisfaction and keeps us within budget"* (KII 7, 1 October, 2023).

Moreover, KII 8 and 9 in an interview explained that;

*"Customer satisfaction can't be overstated. It's a metric that impacts the overall success of a sports tourism event and directly correlates with the future reputation of our organization. Ensuring the customer is happy isn't just a goal; it's a necessity"* (KII 8, 3 October, 2023).

*"Financial planning is a vital element for the success of any sports tourism event. Meeting budget costs isn't only about saving money but also about allocating it wisely. Investing in areas like service delivery not only benefits the customer but enhances our reputation in the long run. In this industry, reputation is everything"* (KII 9, 5 October, 2023).

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.1 Introduction**

This chapter presents an analysis of the results, final thoughts, and suggestions derived from the study. The chapter commences by providing a concise overview of the principal discoveries made throughout the investigation.

#### **5.2 Discussion of the Findings**

This study targeted 17 major sports event venues based in Nairobi City County. A sample size of 105 participants was selected using purposive sampling technique. The units of analysis (venues) and the respondents included events managers/planners and general managers of these events venues. Questionnaires were administered and returned, yielding a response rate of 92%. The demographic analysis of the participants revealed that the majority of the study participants were female, comprising 58.3% of the total participants. The male participants represent 41.7% of the sample. Further, the majority of the participants; 30.20%, hold postgraduate-level qualifications. Additionally, those with 'More than 10 years' of attendance accounted for 22.90% of the total, indicating a diverse range of experience levels in terms of attending sporting events among the participants.

##### **5.2.1 Sports Tourism Events and Venues**

The first objective of the study was to profile the sports tourism events and venues in Nairobi City County, Kenya. The findings revealed a diverse array of sporting events that have taken place in Nairobi City County over recent years. Among the most prominent were international rugby tournaments like the Safari Sevens and globally recognized marathons such as the Standard

Chartered Nairobi Marathon. These events not only promote sports tourism but also significantly contribute to the local economy. The study also highlighted the presence of prestigious golf tournaments like the Barclays Kenya Open, cricket tournaments like the East Africa Premier League, and the revival of the Kenya Safari Rally, all of which attract enthusiasts and tourists from around the world. Additionally, athletics meetings like the Kip Keino Classic have solidified Nairobi's position as a hub for track and field sports. Furthermore, the study noted a surge in adventure sports tourism, including mountain biking competitions, trail running races, and unique events like the Maasai Mara Marathon, which combines sports with wildlife safaris, showcasing the natural beauty and cultural heritage of the region.

Regarding key venues and facilities, the KIIs identified the Kasarani Stadium Complex as a primary venue for hosting sports tourism events. Its multifunctional nature, modern track and field, and accessibility make it an ideal choice for various sports events. The Kasarani Stadium's proximity to hotels and commercial centers adds to its appeal for visitors. Another significant venue mentioned was the Karen Country Club, renowned for hosting prestigious golf tournaments. Its picturesque golf course, top-notch facilities, fine dining options, and proximity to Nairobi's greenery create an attractive backdrop for sports events and contribute to the immersive experience of sports tourists. These venues play a pivotal role in facilitating and enhancing sports tourism in Nairobi City County, contributing to its economic growth.

### **5.2.2 Risk assessment and Risk Assessment Strategies and Success of Sports Tourism Events**

The study found that a majority of the respondents (75.0%) agreed that venue management pays attention to event guidelines when organizing any sporting event. Further, (72.9%) also agreed that venue management conducts security feasibility studies when organizing any sporting event. A significant majority (75.0%) of respondents agreed that venue management engages in personnel

planning in all their event organizations. Additionally, 71.9% were in agreement that the management is involved in quality assurance and support services.

A majority (71.9%) of the participants agreed that there existed capacity management evaluation in sports events. Similarly, a majority of the participants (74.0%) agreed that venue management encourages communication risk assessment practices in sports events. A majority of respondents (80.20%) agreed that venue management has invested in modern communication technology to fasten its services delivery. Similarly, a majority (74.00%) agreed that venue management has implemented modern communication in marketing and customer access. Furthermore, a significant majority (76.00%) agreed that venue management devotes the majority of their communication time to verbal and written interactions with their staff members.

Additionally, a majority (74.90%) agreed that venue management employs outsourcing as a tactical instrument for operations management. A majority 72.90% of respondents agreed that review sessions with service providers are conducted by venue management to ensure the success of the relationship with outsourcing organizations. Moreover, a majority (70.60%) of the participants agreed that venue management practices inventory management. A majority (75.00%) of the participants agreed that venue management logistic department plans, implements, and controls event equipment and support items. A significant majority (75.30%) that logistic managers and supervising coworkers communicate with the general and event managers. These findings are consistent with a study by Cheng, Lu, and Zhao (2020) which discovered that event risk management is a key concern in crowd control since it not only undermines public safety but also reduces the efficiency of urban subway transportation during large-scale athletic events. Therefore, effective crowd control and associated risk management contributes towards sustained sporting events.

The correlation analysis indicated a strong and significant positive relationship between risk assessment and risk management strategies and the success of sports tourism events ( $r = 0.837$ ,  $p < 0.01$ ). Similarly, the regression analysis confirmed that these strategies have a positive and statistically significant effect on the success of sports tourism events in Nairobi City County ( $\beta = 0.837$ ,  $p = 0.000 < 0.05$ ). The findings are in alignment with a study by Luczak (2021) which established that, professional risk management led to the highest levels of safety and satisfaction in sports events.

### **5.2.3 Moderating Role of Financial Capability**

The third objective aimed to assess how financial capability moderates the relationship between risk assessment strategies and sports tourism events in Nairobi City County. After introducing financial capability into the model, the  $R^2$  value increased from 0.700 to 0.740. This demonstrates that financial capability strengthens the association between risk assessment, risk management strategies, and the success of sports tourism events, accounting for 74.0% of the variation observed. These results align with the findings of Peric et al. (2019), who reported that allocating sufficient financial resources significantly enhances event risk management, leading to higher participant satisfaction and sustained attendance at future events.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 Introduction**

This section presents summary of key findings, conclusion is derived from the findings, and recommendations are then offered in accordance with the study objectives, which are based on the aforementioned findings and conclusions.

#### **6.2 Summary of findings**

##### **6.2.1 Sports Tourism Events and Venues**

The study revealed that Nairobi City County hosts a wide variety of sports tourism events that have become increasingly significant to the local economy and the county's tourism appeal. These events range from internationally recognized rugby tournaments, marathons, and athletics competitions to golf and cricket tournaments. In addition to these mainstream sports, the study identified a growing interest in adventure sports tourism, such as mountain biking and trail running, which combine physical activity with exploration of Kenya's scenic landscapes and cultural heritage. These developments demonstrate that Nairobi is emerging as a diverse and vibrant hub for sports tourism, drawing both domestic and international visitors.

Furthermore, the study highlighted several key venues that are instrumental in supporting the growth of sports tourism. The Kasarani Stadium Complex emerged as a central venue due to its capacity, infrastructure, and location. Other notable venues include golf courses and sports clubs that provide scenic, well-equipped spaces for hosting premium events. These venues not only facilitate event execution but also enhance the visitor experience through their amenities and surrounding services. The profile of these events and venues reflects a county with strong potential

for developing its sports tourism industry further, provided that logistical and strategic planning continues to evolve in response to the sector's demands.

### **6.2.2 Risk Assessment and Risk Assessment Strategies**

The study found that risk assessment strategies play a crucial role in the success of sports tourism events in Nairobi City County. Event organizers and venue managers consistently incorporate structured planning practices, including adherence to event guidelines, security assessments, personnel coordination, and quality assurance protocols. Communication-related strategies also emerged as vital, with event managers actively integrating modern technologies to enhance coordination, service delivery, and engagement with both staff and event participants. These strategies reflect an understanding of the complex and dynamic nature of sports event environments and the need to mitigate potential disruptions through systematic planning.

In terms of logistical management, the study established that venues actively engage in outsourcing, inventory management, and coordination among logistics staff and senior managers. These operational strategies are intended to ensure smooth event flow, equipment reliability, and alignment between departments. Staff training and structured communication also contribute significantly to managing both expected and unforeseen challenges during sports tourism events. Overall, the findings underscore that comprehensive risk assessment and management strategies are essential for ensuring safety, satisfaction, and long-term viability of sports tourism initiatives in Nairobi.

### **6.2.3 Moderating Role of Financial Capability**

The study also explored how financial capability influences the relationship between risk assessment strategies and the success of sports tourism events. It was found that financial resources

play a pivotal role in enhancing the effectiveness of planning and implementing risk management practices. Event venues and organizers that demonstrated stronger financial capability were better equipped to invest in logistics, training, infrastructure, and communication systems—all of which are necessary to execute well-managed and attractive events. Financial strength enabled them to hire competent staff, procure necessary equipment, and adopt technologies that improve event execution and visitor experience.

Moreover, financial capability was seen to elevate the overall impact of risk strategies, turning planning into practical action. In settings where financial limitations existed, even the best risk strategies struggled to translate into tangible success. Conversely, financially stable venues could respond to emerging risks more flexibly and sustainably. Thus, financial capability was not only a supporting factor but a critical enabler that determined whether risk strategies could fully contribute to the success of sports tourism events. The findings emphasize the importance of integrating financial planning into all aspects of event risk management to ensure consistency, quality, and long-term growth of the sports tourism sector.

### **6.3 Conclusion**

From the study findings, it is concluded that risk assessment and risk management strategies have a positive and statistically significant influence on the success of sports tourism events in Nairobi City County. This outcome highlights the importance of effective risk management in ensuring public safety, particularly in managing large crowds, as poor risk control can compromise security and disrupt urban transport systems during major sporting activities. Consequently, adopting well-structured crowd control measures and comprehensive risk management practices is essential for the continued success and sustainability of sports events.

The study further concludes that financial capability plays an important moderating role in the relationship between risk assessment strategies and the success of sports tourism events in Nairobi City County. Institutions with greater financial strength are better positioned to deliver successful sporting events. Proper budgeting and efficient allocation of financial resources enhance the quality and effectiveness of sports tourism events in Kenya.

#### **6.4 Recommendation**

The findings indicate that risk assessment and risk management strategies play a vital role in ensuring the success of sports tourism events. Therefore, the study recommends that event organizers in Nairobi City County adopt a collaborative, multi-agency framework to enhance the effectiveness of risk assessment processes and strengthen safety protocols. Leveraging advanced technologies like facial recognition and crowd density mapping can offer real-time insights for better decision-making. Collaboration with local authorities should be prioritized to ensure that these technologies and strategies align well with existing regulations. This would help in significantly improving the safety and overall experience during the events.

Further, study suggests that event organizers in Nairobi City County should undertake rigorous financial planning and resource allocation measures. A dedicated budget should be established to effectively cover costs related to crowd and risk management. These might include hiring additional security personnel, setting up emergency medical stations, and implementing advanced crowd monitoring systems. Proper financial planning ensures the safety of the attendees and also the overall success of sports tourism events.

Based on the findings, the study recommends that regulatory bodies responsible for overseeing sports tourism activities in Nairobi City County should review existing guidelines and regulations.

These reviews should focus on the challenges and practical realities that event organizers face. Amending existing regulations to better match these realities would result in safer and more efficient events, benefiting both organizers and attendees.

### **6.5 Recommendations for Further Research**

This study was limited to 17 major sports event venues in Nairobi City County, thus its findings may not be generalized to other parts of Kenya or different types of venues. Therefore, future research could expand the scope to include sports tourism events in other counties in Kenya. Comparing these findings with the current study would provide a more comprehensive view of the challenges and best practices in crowd and risk management in sports tourism nationwide. Moreover, the current study focused on the views and opinions of events managers/planners and general managers as primary respondents. This leaves out other stakeholders such as attendees, local authorities, and security agencies, whose perspectives could offer valuable insights. Further research is recommended to include these additional stakeholder views to create a more holistic understanding of risk assessment and risk assessment strategies in sports tourism events.

This study concentrated mainly on risk assessment and risk assessment strategies as key variables for successful sports tourism events. However, there are other factors that can contribute to success, such as marketing strategies, quality of facilities, and customer service. Future studies should explore these additional variables to provide a more complete picture of what contributes to the success of sports tourism events in Kenya.

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## APPENDICES

### Appendix I: Letter of Introduction

MOSES CHENGO

T129/OL/CTY/26843/14

KENYATTA UNIVERSITY

Dear Respondent,

#### **RE: Request for Data Collection for Academic Research Thesis**

My name is Moses Chengo, a Masters student from Kenyatta University. I am currently conducting an academic research study as part of a requirement of the Master's degree. I am working on a research thesis titled *“Effects of Risk assessment and Risk Assessment Strategies on Sports Tourism Events in Nairobi City County, Kenya.”* Please find the questionnaire for my research thesis attached. Please respond to all of the questions to the best of your ability. Thank you. All of the information that was provided in the questionnaire will be treated with complete discretion and used exclusively for academic purposes. The researcher will be really grateful for both your involvement and your responses.

Thank you.

Yours sincerely,

Moses Chengo

T129/OL/CTY/26843/14

## **Appendix II: Questionnaire for the Participants**

### Instructions

Please indicate your response by ticking in the appropriate box and fill in the blank space.

### **Section A: Demographic data**

1. Please indicated your gender? (a) Male ( ) (b) Female ( )
2. What is your highest level of education?
  - a) Secondary level ( ) b) College level ( )
  - c) University level ( ) d) Post graduate level ( )
3. Please indicate your age bracket?
  - a) Less than 30 years ( ) b) 31-40 years ( )
  - c) 41-50 years ( ) d) 51 years & above ( )
4. How many years have you attended sporting events in this venue?
  - a) less than one year ( ) b) 1 to 4 year ( )
  - c) 5 to 10 years ( ) d) More than 10 years ( )

### **SECTION B: RISK ASSESSMENT AND RISK ASSESSMENT STRATEGIES**

This section is on the influence of risk assessment and risk assessment strategies on sports events in Nairobi City County. Use the following likert scale to put your opinion where it is suitable.

1. S.D=Strongly Disagree
2. A=Disagree
3. N= Neutral
4. A=Agree
5. S.A= Strongly Agree

| No | Statement  | S.D | D | N | A | S.A |
|----|--|-----|---|---|---|-----|
|    |  | 1   | 2 | 3 | 4 | 5   |
| 1  | The venue management pays attentions to event guidelines when organizing any sporting event.   |     |   |   |   |     |
| 2  | The venue management conduct security feasibilities when organizing any sporting event   |     |   |   |   |     |
| 3  | The venue management engages personnel planning in all their events organizations  |     |   |   |   |     |
| 4  | The venue management quality assurance and support services teams are always involved in sports event management.  |     |   |   |   |     |
| 5  | The venue management do capacity management evaluation in all its sports events.   |     |   |   |   |     |
| 6  | The venue management encourage communication risk assessment practices when conducting sports events.  |     |   |   |   |     |
| 7  | The venue management value feedbacks and after event our visitors are free to file any comment   |     |   |   |   |     |
| 8  | The venue management has invested in modern communication technology to fasten its services delivery   |     |   |   |   |     |
| 9  | The venue management has put in place modern communication in our marketing and customer access  |     |   |   |   |     |
| 10 | The management of the venue devotes the majority of their communication time to verbal and written interactions with their staff members                       |     |   |   |   |     |
| 11 | The management of the venue makes use of outsourcing as a tactical instrument for the management of their operations.  |     |   |   |   |     |
| 12 | Review sessions are held with service providers by the venue management to ensure the continued success of the relationship with the outsourcing organization. |     |   |   |   |     |

| No | Statement  | S.D | D | N | A | S.A |
|----|--|-----|---|---|---|-----|
|    |  | 1   | 2 | 3 | 4 | 5   |
| 13 | The venue management practices inventory management in their operations.   |     |   |   |   |     |
| 14 | The venue management logistic department plans, implements, and controls event equipment and support items   |     |   |   |   |     |
| 15 | The venue logistics managers supervise their coworkers and communicate with them to ensure that stock is managed and transferred as effectively as possible. |     |   |   |   |     |

## **SECTION C: FINANCIAL CAPABILITY**

This section is on the moderating effect of financial capability on the relationship between risk assessment, risk assessment strategies and sports tourism events in Nairobi City County, Kenya.

| <b>No</b> | <b>Statement</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|-----------|--|----------|----------|----------|----------|----------|
| 1         | The venue management practices outsourcing as a strategic tool for management of their operations.                                   |          |          |          |          |          |
| 2         | The venue management conducts review sessions with service providers for the success of outsourcing relationship.                    |          |          |          |          |          |
| 3         | The venue management practices inventory management in their operations.   |          |          |          |          |          |
| 4         | The venue management logistic department plans, implements, and controls event equipment and support items                           |          |          |          |          |          |
| 5         | The venue logistics managers oversee and liaise with colleagues to ensure stock is maintained and moved efficiently                  |          |          |          |          |          |
| 6         | The venue management conducts training periodically on their employees   |          |          |          |          |          |
| 7         | The venue management disseminates training information through seminars, conferences and meetings                                    |          |          |          |          |          |
| 8         | The venue management engages its staff on knowledge, skill and attitude trainings  |          |          |          |          |          |
| 9         | The venue employees are satisfied with the way in which the organization identifies their training                                   |          |          |          |          |          |
| 10        | Financial strength helps in the assimilation of new competencies that are applied to improve productivity and customer satisfaction. |          |          |          |          |          |

## **SECTION D: SUCCESS OF SPORTS TOURISM EVENTS**

Please rate the extent to which the following indicators affect the success of tourism spots event.

**The likert will be coded as follows, 1-no extent, 2-little extent, 3-some extent, 4-Great extent and 5-Very great extent**

| No | Statement                               | S.D | D | N | A | S.A |
|----|---|-----|---|---|---|-----|
|    |   | 1   | 2 | 3 | 4 | 5   |
| 1  | Timely completion                       |     |   |   |   |     |
| 2  | Customer satisfaction                   |     |   |   |   |     |
| 3  | Budget meets costs                      |     |   |   |   |     |
| 4  | Improved service delivery               |     |   |   |   |     |
| 5  | Improved reputation of the organization |     |   |   |   |     |

### **Appendix III: Interview Guide for General Managers and Event organizers**

1. Can you describe the variety of sports tourism events that have taken place in Nairobi City County over the past few years, highlighting the most popular ones?
2. What are some of the key venues or facilities in Nairobi City County that have hosted sports tourism events, and what makes them attractive for such events?
3. Could you provide insights into the demographic profile of the attendees or tourists who visit Nairobi City County for sports-related tourism activities?
4. How do local businesses, restaurants, and accommodations benefit from sports tourism events in Nairobi City County, and what strategies have been used to enhance this aspect of the tourism industry?
5. Does your organization conduct assessment before organizing an event? Yes/No If yes, how has it influenced the success of events that you are involved in? Please explain
6. What are some of the forms of communication you engage when organizing your events? Name them. How has communication influenced the success of events that you are involved in? Please explain.
7. How has staff logistic influenced the success of events that you are involved in? Please explain
8. What are some of the staff logistic you use to facilitate the success of your events? Name them
9. Have you organized any form of training on your staff? If yes, how often quarterly, semiannually, annually? What are the methods used to disseminate training information? Name them and how has staff training influenced the success of events that you are involved in? Please explain
10. When do you consider that an event has been executed successfully? Please indicate the parameters.