STRATEGIC COMMUNICATION IN SPORTS PROMOTION AND DEVELOPMENT IN UGANDA: A CASE STUDY OF THE KAVC INTERNATIONAL TOURNAMENT

BY

AUMA NAUME

STUDENT NO: 2022/FEB/MAPRSC/M230436/DIST

REG NO: 2100102408

A DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER'S DEGREE IN PUBLIC RELATIONS AND STRATEGIC STUDIES OF NKUMBA UNIVERSITY

OCTOBER, 2025

DECLARATION

I, Auma Naume, hereby declare that this submission is a result of my own original compilation of information and work towards the Masters in Public Relations and Strategic Studies degree, and that to the best of my knowledge this study contains no materials previously submitted for any award, except where acknowledgement has been made. Any opinion or views expressed and errors found in the work, however, are entirely my responsibility and do not necessarily represent the organizations or individuals who have been cited in this research.

Signature ..... Date 20/07/2025

AUMA NAUME

APPROVAL

This is to certify that this research was done and dissertation written by Auma Naume under my supervision, and I hereby approve it for submission to the School of Social Sciences, Nkumba University.

Signature ..... Date 10/10/2025

IMOKOLA JOHN BAPTIST, PhD

SUPERVISOR

DEDICATION

This research is especially dedicated to my guardians: Uncle Patrick Okello, Aunty Doreen Atai, Aunty Jane Abalo and Aunty Immaculate Ekit, who have always been my inspiration and the greatest investors in my studies from the time I started pre-school until university.

ACKNOWLEDGEMENTS

First of all, I would like to express my appreciation to God for the gift of love and strength that he has given to me throughout this research period. I thank him for his blessings in my daily life, good health, a healthy mind and good ideas.

I would like to express my deep gratitude and appreciation to my supervisor, Dr. Imokola John Baptist for the commitment, encouragement, constructive criticism and selfless support throughout this research. You have brought out the best in me. Many thanks to the staff of School of Social Sciences of Nkumba University for their academic input extended to me throughout my university studies.

With great pleasure, I would like to thank my family for the support and encouragement they gave me during the just ended research period.

TABLE OF CONTENTS

DECLARATION ..... **Error! Bookmark not defined.**
APPROVAL i
DEDICATION iii
ACKNOWLEDGEMENTS iv
TABLE OF CONTENTS v
LIST OF TABLES ix
LIST OF FIGURES x
LIST OF ACRONYMS xi
ABSTRACT xii
CHAPTER ONE 1
INTRODUCTION TO THE STUDY 1
1.1 General Introduction 1
1.2 Background to the Study 2
1.2.1 The Historical Background of the KAVC International Tournament 2
1.3 Problem Statement 6
1.4 Research Objectives 7
1.4.1 General Objective 7
1.4.2 Specific Objectives 7
1.5 Research Questions 8
1.6 Scope of Study 8
1.6.1 Content Scope 8
1.6.2 Geographical Scope 8
1.6.3 Time Scope 9
1.7 Purpose of the study 9
1.8 Significance of the Study 10
1.9 Chapter Summary 11
CHAPTER TWO 13
LITERATURE REVIEW 13
2.0 Introduction 13
2.1 Strategic Communication and Sports Development 13
2.2 Effectiveness Strategic Sports Communication for Visibility and engagement 15
2.3 Challenges in strategic Sports Communication 16

2.4 Theoretical Framework 18
2.4.1 The Stakeholder Theory in Strategic Sports Communication 18
2.5 Literature Gap 20
2.6 Chapter Summary 22
CHAPTER THREE 24
RESEARCH METHODOLOGY 24
3.0 Introduction 24
3.1 Research Design 24
3.2 Research Approach 25
3.3 Study / Target Population 25
3.4 Study Sample 27
3.5 Sampling Techniques 28
3.6 Sources of Data 30
3.6.1 Primary data 30
3.6.2 Secondary data 30
3.7 Data collection 30
3.8 Data collection methods 30
3.8.1 Questionnaire 30
3.8.2 Face to Face Interviews 31
3.8.3 Document review 31
3.9 Data Collection Tools 32
3.9.1 Questionnaire 32
3.9.2 Interview Guide 33
3.10 Data Analysis 33
3.11 Validity and Reliability 34
3.11.1 Validity and Reliability in the Quantitative Study 35
3.11.2 Trustworthiness in the Qualitative Study 36
3.12 Limitations of the Study 36
3.13 Ethical Consideration 37
3.14 Chapter Summary 37
CHAPTER FOUR 39
PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS 39
4.0 Introduction 39

4.1 Questionnaire and Interview Response Rate 39
4.2 Analysis of Social-demographic data of respondents 40
4.2.1 Gender of the respondents 40
4.2.2 Age-group of the respondents 40
4.2.3 Education background of the respondents 41
4.2.4 Marital status of the respondents 42
4.2.5 Role in the KAVC International Tournament 43
4.2.6 Duration of involvement with KAVC 44
4.3 Objective 1: Communication strategies employed by KAVC in promoting the International Tournament 45
4.4 Objective 2: Effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement 49
4.5 Objective 3: Challenges in implementing strategic communication in the KAVC international volleyball tournament 51
4.6 Discussion of findings 53
4.7 Linking the Stakeholder Theory to the Findings 55
4.8 Conclusion 57
CHAPTER FIVE 58
CONCLUSION AND RECOMMENDATIONS 58
5.0 Introduction 58
5.1 Summary of findings 58
5.1.1 Communication Strategies employed by KAVC in promoting the International Tournament 58
5.1.2 Effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement 59
5.1.3 Challenges in implementing strategic communication in the KAVC international volleyball tournament 59
5.2 Conclusions 59
5.2.1 Conclusion for Objective 1: Communication Strategies Employed by KAVC in Promoting the International Tournament 59
5.2.2 Conclusion for Objective 2: Effectiveness of Strategic Communication Initiatives in Enhancing the Tournament's Visibility and Community Engagement 60
5.2.3 Conclusion for Objective 3: Challenges in Implementing Strategic Communication in the KAVC International Volleyball Tournament 60
5.3 Recommendations 60
5.4 Areas for further research 61

5.5 Chapter Summary 61
REFERENCES 63
APPENDICES 68
APPENDIX 1: QUESTIONNAIRE 68
APPENDIX 2: INTERVIEW GUIDE 71
APPENDIX 3: RESEARCH WORK PLAN 75

LIST OF TABLES

Table 3.1: Target Population of the Study 26
Table 4.2: Response Rates 39
Table 4.3: Gender of the respondents 40
Table 4.3: Age-group of the respondents 40
Table 5: Education Background of the respondents 41
Table 6: Marital Status of the respondents 42
Table 7: Role in the KAVC International Tournament 43
Table 8: Duration of involvement with KAVC 44
Table 9: Familiarity with the term KAVC International Tournament ..... **Error! Bookmark not defined.**
Table 10: Effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement 49
Table 11: Challenges in implementing strategic communication in the KAVC international volleyball tournament 51

LIST OF FIGURES

Figure 1: Communication strategies employed by KAVC in promoting the International Tournament 46

LIST OF ACRONYMS

ANOVA	-	Analysis of Variance.
API	-	Application Programming Interface.
DOI	-	Digital Object Identifier.
FIFA	-	Federation of International Football Association.
ICT	-	Information and Communication Technology.
IOC	-	International Olympics Committee.
IRB	-	Institutional Review Board.
KAVC	-	Kampala Amateur Volleyball Club.
NBA	-	National Basketball Association.
NCS	-	National Council of Sports.
NDP	-	National Development Plan.
NGOs	-	Non-Governmental Organizations.
NSSF	-	National Social Security Fund.
PR	-	Public Relations.
SD	-	Standard Deviation.
SDG	-	Strategic Development Goals.
UOC	-	Uganda Olympic Committee.
UVF	-	Uganda Volleyball Federation.

ABSTRACT

This study investigates the role of strategic communication in the promotion and development of sports events, focusing on the KAVC International Tournament in Uganda. The specific objectives of this study were as follows; to analyze the communication strategies employed by KAVC in promoting the International Tournament, to evaluate the effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement, and to identify challenges in implementing strategic communication in the KAVC international volleyball tournament. The study used a cross-sectional research design in which 80 participants were selected as a sample from the following institutions; KAVC (38), NSSF (3), Independent experts (5), NCS (4), other participating clubs (10) MoES (3), Media journalists (5), and the public (10). The research utilized primary data for the study, which was obtained through self-administered questionnaires and face-to-face in-depth interviews. SPSS and NVIVO were used to perform the analysis as they aided in organizing and summarizing the data. The analyzed data was represented in tables, and charts.

The study employed a mixed-methods approach, integrating quantitative surveys and qualitative interviews to gain a comprehensive understanding of strategic communication practices in sports promotion. Quantitative data collected through surveys revealed that the effectiveness of strategic communication initiatives in enhancing tournament visibility had a mean rating of 4.39 (SD = 0.520), indicating a generally positive perception among respondents, while a mean score of 2.08 (SD = 0.480) reflected areas of uncertainty or inconsistency in implementation. Qualitative data obtained through interviews provided deeper insights into communication dynamics, offering contextual explanations for the quantitative trends and highlighting the practical realities faced by organizers in promoting the event.

The research findings revealed that social media campaigns, utilized by 82.4% of respondents, were the most influential tool in enhancing the tournament’s visibility and audience engagement. In contrast, traditional media and sponsorship activations played complementary but less dominant roles, with utilization rates of 41.9% and 39.2%, respectively. Despite these successes, persistent challenges, such as limited financial and human resources, inconsistent stakeholder participation, and gaps in strategic planning, were identified as barriers to fully optimizing communication outcomes. The study recommends that KAVC strengthen its digital communication infrastructure,

allocate more resources to strategic media management, and develop integrated stakeholder engagement frameworks. Addressing these areas will enhance the club's communication effectiveness, ensuring the sustained growth and visibility of the KAVC International Tournament.

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 General Introduction

Sports represents a dynamic and global phenomenon that has seen a transformative evolution, transcending traditional boundaries and assuming a multifaceted character that extends beyond mere athletic competition (Adjaip-Veličkovski & Dzigal, 2023). In this ever-evolving landscape, effective communication and strategic public relations have emerged as indispensable elements for the success and sustainability of sports events (Kahwa, Gargalianos, & Yfantidou, Sport as a Tool for International Relations: Case Study of Ugandan Sport Leaders, 2021). This study embarked on a comprehensive exploration of the nuanced role that communication plays within the realm of sports, with a specific focus on the Kampala Amateur Volleyball Club (KAVC) International Tournament. The study sought to unravel the intricacies of these communication dynamics within the context of an international volleyball tournament and aimed to contribute both theoretically and practically to the burgeoning field of sports communication and management.

The choice of the KAVC International Tournament as the primary case study was grounded in its unique position as a prominent volleyball event with growing international significance. Volleyball, with its rapid global expansion, stands as a sport that captures the attention of diverse communities, fostering a sense of camaraderie and cultural exchange (Erik, Ashley & Jordan, 2023). The KAVC International Tournament, by virtue of its expanding scale and influence, provided an opportune lens through which to examine the interplay between communication strategies and the management of a sports event. This choice was further justified by the tournament's ability to attract participants and spectators from various corners of the world, creating a microcosm that reflects broader trends and challenges faced by sports events on the international stage (OCED, 2018). By delving into the communication strategies employed within the KAVC International Tournament, this study aspired to not only enhance our understanding of sports communication but also offer practical insights that can be applied to optimize the organizational and communicative aspects of future sports events.

1.2 Background to the Study

1.2.1 The Historical Background of the KAVC International Tournament

The Kampala Amateur Volleyball Club (KAVC) was founded in 1970 by a group of four (4) players, who were Makerere University graduates, and sought to continue playing volleyball beyond campus life (Mornitor, 2021). The founding members included Neko Muduse-Ojala (a computer systems analyst), Dr Wilson Ojikan-Odeke (a medical doctor), Ahmed Jetha (a mathematics teacher), and Erika Selzam (a German language teacher). Charles Opio-Akome, Suleman Kakooza, Dr. James Lukwago, Mike Smith and Richard Sendi soon joined them, and they called the Club the Kondos (Robbers). This name reflected the openly aggrieved nature of the game that these individuals mastered. In 1971, the club further strengthened with members from the Uganda Police. Mark Okellowange, Strephen Kefulumya, and the famous John Akii-Bua. However, John Akki-Bua's time at the club was short lived, because in 1972, he went to Munich for the Olympics where hw went on to win an Olympic gold medal. Back home, his volleyball club changed its identity from the glaringly criminal name "Kondos" to KAVC so as not to offend the new membership from the Police (Mornitor, 2021).

In 1995, the KAVC International Volleyball Tournament, was initiated to celebrate the Silver Jubilee of the Kampala Amateur Volleyball Club, has grown into a significant annual sports event in Uganda (PULSE, 2023). The primary objective of the NSSF KAVC International tournament was to provide an affordable high-level competitive environment for premier volleyball clubs in Uganda, thereby contributing to the continuous elevation of the standard of the game in the country and the region (Sports Oecan Uganda, 2019). The tournament serves as a platform for celebrating the foundation of KAVC in 1970, with special recognition given to the pioneer founder members. The National Social Security Fund (NSSF) has been the lead sponsor for the tournament for 11 consecutive years, demonstrating a longstanding commitment to the development of volleyball in Uganda. Other key partners, including Pallisa Agro-Processors, Coca-Cola, Uganda Olympic Committee (UOC), National Council of Sports (NCS), Uganda Volleyball Federation (UVF), and more, contribute to the success of the event and highlight the collaborative nature of sports development in the region (KAVC, 2019). The tournament, now in its 28th edition as of 2024, has

consistently attracted premier volleyball clubs not only from Uganda but also from neighboring countries such as Burundi, Kenya, Rwanda, South Sudan, Tanzania, Botswana, Congo, and Ethiopia.

While the KAVC International Volleyball Tournament has become a staple in the Ugandan sports calendar, there is a need for a comprehensive analysis of the contribution of strategic communication in the success and sustainability of such sports events. This research aimed to fill this gap by investigating how strategic communication contributes to the tournament's objectives, impact on community engagement, and overall influence on the development of sports in Uganda. It also sought to unravel the intricacies of the dynamics of strategic communication in sports events like the KAVC International Tournament, shedding light on best practices and areas for improvement, with the ultimate goal of fostering a positive and sustainable sports culture in Uganda.

1.2.2 Strategic Communication in Sports

Strategic communication, in the realm of sports, is a carefully orchestrated approach to conveying messages with the intention of aligning them with overarching organizational objectives. It is not merely about transmitting information but involves a purposeful and planned effort to influence perceptions, build relationships, and achieve specific outcomes within the dynamic landscape of sports. As defined by Hallahan et al. (2007), strategic communication encompasses the systematic planning, implementation, and assessment of messages that align with the strategic goals of an organization or event. In the context of sports, this involves crafting messages that resonate with stakeholders such as fans, sponsors, and the broader community, contributing to the overall success and sustainability of sports initiatives.

Strategic communication plays a pivotal role in shaping the success and image of sports events, fostering community engagement, and contributing to the overall development of sports at both local and international levels (Vavilov E. M., 2018). The symbiotic relationship among sports, media, and the public has transformed the way sporting events are perceived, experienced, and managed. The strategic deployment of communication strategies and effective public relations campaigns has become imperative for sports organizations, governing bodies, and event organizers to navigate the complexities of a globally interconnected audience (Vlajkovic, 2023). In addition, communication are integral components of sports management, influencing how the public

perceives athletes, teams, and tournaments. Effective communication strategies enhance the visibility of sports events, attract sponsors, and cultivate a positive public image.

At its core, strategic communication in sports serves several pivotal objectives. One primary goal is the cultivation and enhancement of the brand image associated with tournaments, teams, and athletes (Routledge, 2024). This involves crafting a distinct and positive identity that not only attracts fans but also resonates with sponsors and the wider public. The strategic communication process also aims to promote engagement by fostering connections with various stakeholders, creating a sense of loyalty, and ultimately leading to increased support, attendance, and enthusiasm for sports events. Additionally, the strategic communication efforts are instrumental in attracting and maintaining sponsorships, highlighting the value and impact of the event to align with sponsor interests (Routledge, 2024).

In the case of the KAVC International Tournament, these objectives are particularly relevant. The tournament seeks not only to elevate the standard of volleyball in Uganda but also to celebrate its rich history and foundation (NTV Uganda, 2025). Strategic communication, therefore, can play a pivotal role in ensuring that these objectives are effectively communicated to stakeholders, enhancing the tournament's brand image and fostering engagement within the community (Grover, 2025).

The effectiveness of strategic communication in sports lies in its ability to orchestrate a cohesive and purposeful narrative across various channels (Ozsaydi, Ozlem, & Kvivlcim, 2024). This involves not only the transmission of information but also the careful crafting and dissemination of messages that align with the core values and goals of the sports event. By leveraging both traditional and digital communication channels, sports organizations can reach diverse audiences, ensuring maximum exposure and engagement (Popek, 2024). In the context of the KAVC International Tournament, strategic communication works by disseminating clear and consistent messages about the tournament's significance, the caliber of participating teams, and the communal celebration of volleyball. Through press releases, social media updates, and direct engagements with fans and sponsors, the tournament organizers can create a narrative that extends beyond the sporting arena, capturing the hearts and minds of the audience.

Key Elements of Strategic Communication in Sports:

1. **Clear Messaging:** The foundation of strategic communication is a well-defined and easily comprehensible message. The messaging should address the situation, provide accurate information, and outline the steps being taken to resolve the crisis. Clarity in communication helps in managing public perception and minimizing confusion or misinformation (Yellowbrick, 2023).

2. **Audience Segmentation:** Recognizing the diverse interests and needs of stakeholders, strategic communication involves tailoring messages to different audience segments. Whether addressing fans, sponsors, or the media, customized communication ensures relevance and resonance with each group (Shi et al., 2019).

3. **Multi-Channel Approach:** In the digital age, strategic communication extends across multiple channels. From traditional media outlets to social media platforms, sports events need to reach their audience where they are most active, maximizing exposure and interaction (Duhe, 2016).

4. **Timing and Frequency:** Strategic communication recognizes the importance of timing. Whether building anticipation, providing real-time updates, or reflecting on the highlights afterward, the strategic timing of messages enhances their impact and relevance (Grunig, 2013).

5. **Consistency:** A cohesive and consistent communication strategy reinforces the identity of the sports event. Consistency in branding, messaging, and themes strengthens the overall impact and leaves a lasting impression on the audience (Coombs & Holladay, 2019).

6. **Adaptability:** The dynamic nature of sports requires an adaptable communication strategy. Being flexible allows organizations to adjust messages based on unforeseen events, emerging trends, or shifts in public sentiment, ensuring relevance and resonance (Baskin, 2018).

By embracing these key elements, the KAVC International Tournament can strategically communicate its rich history, the significance of the event, and its role in fostering volleyball excellence in Uganda and beyond. Strategic communication in sports is not a one-size-fits-all

approach but a nuanced and purposeful strategy aimed at achieving specific objectives. The KAVC International Tournament, as a case study, exemplifies the significance of clear messaging, audience segmentation, a multi-channel approach, strategic timing, consistency, and adaptability. As the tournament continues to evolve, an understanding and implementation of these key elements will undoubtedly contribute to its success and the broader development of sports in Uganda. Strategic communication, when wielded effectively, is a powerful tool that can elevate sports events beyond the competition, creating enduring narratives that resonate with stakeholders and leave a lasting impact.

1.3 Problem Statement

The significance of strategic communication and public relations within the sports industry has escalated globally, playing a crucial role in shaping the narrative and impact of sporting events (Maria, 2018). As sports have become major social and economic enterprises, the global sports industry is now valued at over US $512 billion and projected to surpass US $623 billion by 2027 (Statista, 2024). Within this dynamic sector, competition for visibility, sponsorship, and audience engagement has intensified, necessitating professional communication strategies to attract participants, spectators, and sponsors essential for financial sustainability. The advent of digital and social media has further transformed audience interaction, with over 4.9 billion people worldwide using social platforms as of 2024 (We Are Social, 2024). Strategic communication therefore plays a pivotal role in leveraging these platforms to enhance event visibility, foster community engagement, and manage online reputations, ensuring that sports events connect meaningfully with global audiences (Kahwa, Gargalianos, & Yfantidou, 2021).

Despite this, sports events frequently encounter logistical challenges, financial constraints, and reputational risks that can affect their success and legacy. For instance, studies have shown that nearly 35 percent of sports events in sub-Saharan Africa face organizational or sponsorship-related setbacks due to weak communication frameworks and stakeholder coordination (Kanyike & Lwanga, 2022). Effective strategic communication is thus essential in crisis management facilitating transparent and timely dialogue with stakeholders to mitigate negative outcomes. It also helps to promote the societal values of sport, such as health, unity, and cultural exchange, securing broader institutional and community support (Adjaip-Veličkovski & Dzigal, 2023).

The critical influence of communication is exemplified by the 2012 London Olympics, which is often hailed as a success story of global sports communication and public engagement (Smith & Nichols, 2015). Through an integrated communication strategy that emphasized digital innovation, accessibility, and inclusion, the organizing committee engaged millions worldwide via social media, managing crises transparently and reinforcing positive narratives of diversity and sustainability. This demonstrates how strategic communication can amplify the success and legacy of sports events by transforming challenges into opportunities for engagement.

However, within the Ugandan sports context, there remains a noticeable gap in both scholarship and practice concerning how strategic communication contributes to the success and sustainability of major tournaments (Khaukha M. , 2016). Uganda's sports sector continues to face persistent communication and sponsorship challenges, with limited visibility for local tournaments beyond immediate communities (NCS, 2023). The KAVC International Volleyball Tournament, though one of the country's premier events attracting teams from across East Africa, has not been systematically studied in terms of its communication strategies and public relations practices (KAVC, 2019). The absence of such research undermines efforts to professionalize sports management and leverage communication for event sustainability.

Therefore, the problem at hand revolves around the lack of empirical understanding and documented evidence on how strategic communication influences the success and sustainability of sports tournaments in Uganda. This study addresses that gap through an in-depth case analysis of the KAVC International Tournament, aiming to reveal the communicative dynamics that shape its performance, visibility, and contribution to sports development in the country.

1.4 Research Objectives

1.4.1 General Objective

The general objective of this research was to comprehensively examine the role of strategic communication in sports promotion and development in Uganda in the context of the KAVC International Tournament.

1.4.2 Specific Objectives

Specifically, the study sought to:

1. To analyze the communication strategies employed by KAVC in promoting the International Tournament.
2. To evaluate the effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement.
3. To identify challenges in implementing strategic communication in the KAVC international volleyball tournament.

1.5 Research Questions

This study attempted to answer the following questions:

1. What communication strategies are used to promote the KAVC International Tournament?
2. How effective are the strategic communication initiatives used in enhancing KAVC's visibility and community engagement?
3. What are the key challenges in the effective use of strategic communication in the KAVC tournament?

1.6 Scope of Study

The scope defined the boundaries of the study in terms of geography, time, and context or subject.

1.6.1 Content Scope

The content scope of this research delineated the specific aspects and dimensions that were explored within the context of strategic communication in the KAVC International Tournament. This encompassed an in-depth examination of various communication strategies, both traditional and digital, employed by the KAVC tournament. It involved a detailed analysis of promotional materials, social media campaigns, press releases, and any other means utilized to disseminate information related to the tournament. Additionally, the content scope extended to understanding the messaging, branding, and storytelling elements embedded in the communication strategies, exploring how they contributed to the overall narrative and perception of the KAVC International Tournament.

1.6.2 Geographical Scope

The geographical scope of the research primarily focused on Kampala, the capital city of Uganda, where the offices of the Kampala Amateur Volleyball Club (KAVC) were situated. Within

Kampala, the study delved into the local impact of communication strategies associated with the KAVC International Tournament.

Given that the tournament itself takes place in Kampala, the research also extended to assess the on-ground impact of communication efforts during the event. This involved examining how the strategies contributed to the overall experience for fans, participants, and the community hosting the tournament.

1.6.3 Time Scope

The time scope delineated the research's temporal boundaries, focusing on a retrospective analysis of communication strategies employed by KAVC during the most recent tournament held in 2023. This approach ensured a nuanced examination of contemporary practices, shedding light on the evolving landscape of strategic communication in sports events. The retrospective analysis provided a valuable timeframe to capture the dynamics of communication strategies and their impact on the KAVC International Tournament.

1.7 Purpose of the study

The purpose of this study was to conduct a comprehensive examination of the role played by communication in the context of sports, with a specific emphasis on the KAVC International Tournament held in Kampala, Uganda. By scrutinizing the communication strategies employed by the Kampala Amateur Volleyball Club (KAVC) in promoting the tournament, the research sought to unravel the intricacies of messaging, media utilization, and branding. Understanding these aspects was crucial not only for the success of the KAVC International Tournament but also for contributing valuable insights to the broader field of sports management.

Additionally, the study aimed to evaluate the effectiveness of public relations initiatives in enhancing the tournament's global visibility and community engagement. By assessing the impact of these initiatives on various stakeholders, including athletes, teams, sponsors, and the local community, the research strived to provide a nuanced understanding of how public relations efforts contributed to the overall success and perception of the event. Through this examination, the study aspired to unearth best practices that could be applied to optimize public relations strategies in the sports domain.

Furthermore, the investigation into the impact of effective communication on stakeholder participation and engagement formed a central objective of this study. By delving into how communication influenced the involvement of diverse stakeholders, ranging from athletes to the local community, the research aimed to uncover patterns and insights that informed future communication strategies. This aspect of the study was integral to promoting not only the sustainability of the KAVC International Tournament but also to advancing the broader societal and cultural dimensions of sports in Uganda.

1.8 Significance of the Study

The significance of this study lay in its potential to enrich the field of sports communication management, particularly within the context of Uganda. By closely examining the communication strategies used in the KAVC International Tournament, the research aimed to uncover insights that could be applied to enhance the effectiveness of sports-related communication efforts. Understanding the nuances of successful communication in the sports domain was essential not only for the sustained growth of the KAVC International Tournament but also for the broader sports landscape in Uganda. The findings serve as a blueprint for other sports organizations, guiding them in developing strategies that foster community engagement, attracted sponsors, and elevated the global visibility of their events.

Furthermore, the study's significance extended to its potential impact on the societal and cultural dimensions of sports in Uganda. Effective communication had the power to shape perceptions, inspire participation, and contribute to the overall development of sports culture. This research, therefore, played a pivotal role in advancing the positive influence of sports within Ugandan communities. By offering recommendations tailored to the specific challenges and opportunities faced by KAVC, the study contributes not only to academic knowledge but also to the practical improvement of communication practices, thereby fostering a more vibrant and sustainable sports ecosystem in Uganda.

The study's significance extended beyond the confines of sports management, aligning with national and global development objectives. In Uganda, sports promotion i intricately linked to the country's National Development Plan (NDP III) and the United Nations Sustainable Development Goals (SDGs). A robust sports communication strategy, as exemplified by the KAVC International

Tournament, contributed to NDP III's focus on enhancing social well-being and inclusivity, while also aligning with SDGs promoting health, education, and community engagement.

Moreover, the positive impact of sports resonated in various sectors, including tourism, business, and the economy. Successful sports events, backed by effective communication, had the potential to attract tourism, boost local businesses, and contribute to economic growth. Additionally, the study recognizes the role of sports as a vehicle for East African integration, fostering regional unity and cooperation through shared sporting experiences and events. Beyond the arena, sports communication strategies, as explored in this research, served as catalysts for multifaceted benefits, influencing societal, economic, and regional dimensions.

1.9 Chapter Summary

In this introductory chapter, the research embarked on an exploration of the strategic communication landscape within the context of sports, specifically focusing on the KAVC International Tournament in Uganda. The chapter commenced by highlighting the global significance of strategic communication in sports events, emphasizing its pivotal role in shaping narratives and fostering engagement. The background section delved into the rich history and objectives of the KAVC International Tournament, emphasizing its regional impact and the role of strategic communication in elevating its stature.

The problem statement underscored the critical need for effective strategic communication in sports events, identifying potential challenges that could hinder the full realization of their objectives. The time scope was defined clearly, anchoring the research in a retrospective analysis of communication strategies employed during the last tournament in 2023. The significance of the study was articulated, encompassing its potential contributions to sports management, the broader sports landscape in Uganda, and its alignment with national and global development agendas. The study's implications were expanded to include societal and cultural dimensions, emphasizing the transformative power of sports communication beyond the realm of athletic competition.

As the chapter concluded, it set the stage for the subsequent chapters, where a detailed examination of the KAVC International Tournament's communication strategies was conducted, and insights drawn would contribute to a deeper understanding of strategic communication's role in sports promotion and development. The research aimed to provide actionable recommendations that not

only benefited the KAVC International Tournament but also served as valuable insights for sports organizations aiming to enhance their communication practices.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The domain of sports communication is both dynamic and crucial for the successful execution and perception of sports events on local and global stages. In a world where the sports industry is becoming increasingly competitive and interconnected, the strategic deployment of communication techniques can significantly influence the success of an event by enhancing visibility, engagement, and overall impact. This literature review delves into the multifaceted role of communication in the realm of sports, with a particular emphasis on how it shapes the organization, promotion, and legacy of sports events. By examining scholarly articles, case studies, and practical examples, this review aims to provide a comprehensive understanding of the current state of sports communication. The KAVC International Tournament in Uganda serves as a focal point for this investigation, offering a lens through which to explore broader trends and insights in sports communication and its effectiveness in driving the success of sports events.

The review is structured to cover several key areas within sports communication, including the importance of strategic communication planning, the impact of digital media on sports promotion, the role of public relations in sports, and the significance of stakeholder engagement and community involvement. Furthermore, it touches upon the challenges and opportunities presented by global sports events in the context of cultural diversity and inclusion. Through the case study of the KAVC International Tournament, this review highlights specific examples of strategic communication practices and their outcomes, thereby contributing to the broader discourse on the role of communication in enhancing the value and reach of sports events. By integrating theoretical insights with practical examples, this literature review sheds light on the dynamic interplay between communication strategies and sports event management, offering valuable lessons and recommendations for future endeavors in the field of sports communication.

2.1 Strategic Communication and Sports Development

Strategic communication has increasingly become a cornerstone in sports development, influencing how sports organizations promote events, engage stakeholders, and sustain public interest. It plays a crucial role in enhancing participation, shaping positive perceptions, and creating long-term value for sports organizations (Pedersen, 2020). The use of strategic

communication is not limited to high-profile global events but extends to national and community-based sports initiatives across the world.

In the United States, strategic communication has been integral to professional sports marketing, with organizations such as the National Basketball Association (NBA) and the National Football League (NFL) employing targeted campaigns to increase fan loyalty and corporate partnerships (Filo, Lock, & Karg, 2015). The NBA's "This Is Why We Play" campaign successfully linked the emotional and cultural significance of basketball to community narratives, strengthening fan identification and engagement (Turner & Billings, 2021). Similarly, in the United Kingdom, the English Premier League (EPL) has leveraged strategic communication to enhance its global brand, particularly through social media channels that reach audiences in more than 200 countries (Chadwick & Burton, 2020).

In developing countries, strategic communication has also been pivotal in promoting sports as tools for social and economic development. For instance, a study by Njororai (2019) in Kenya found that effective communication and branding strategies used by the Kenya Premier League improved sponsorship acquisition and public interest, which contributed to the growth of local football. In South Africa, Van der Merwe and Grobbelaar (2021) highlighted how Rugby South Africa used communication strategies to promote inclusivity and national unity, particularly following the 2019 Rugby World Cup victory.

Strategic communication has also proven essential for fostering community engagement. The "Inspire a Generation" campaign during the London 2012 Olympics demonstrated how communication could promote social inclusion and participation across diverse demographics (IOC, 2012). Likewise, in Australia, Smith and Westerbeek (2018) observed that local sports clubs employed storytelling through social media to promote youth sports participation, leading to higher community cohesion.

Moreover, studies in China have shown how the government uses strategic sports communication to advance national image and soft power, especially through mega-events like the Beijing Olympics and the Asian Games (Zhang & Zhou, 2020). These initiatives highlight how communication can align sports with national development goals.

In summary, strategic communication serves multiple purposes across contexts, from branding and sponsorship to community engagement and national identity building. Whether in the United States, Kenya, South Africa, or China, effective communication strategies remain fundamental to sports development and sustainability. The evidence from these diverse contexts underlines the universality of strategic communication's impact on sports growth and its potential for replication in Uganda's sports environment.

2.2 Effectiveness Strategic Sports Communication for Visibility and engagement

The effectiveness of strategic sports communication lies in its capacity to enhance both the visibility and engagement of sports events, transforming them into powerful social and economic platforms. Visibility determines how widely an event is recognized, while engagement measures the depth of audience interaction, both critical for sports success (Walraven, Bijmolt, & Koning, 2012).

In the United States, extensive research has demonstrated the role of integrated communication strategies in maximizing event visibility. For example, Sullivan and Sheffrin (2017) noted that the Super Bowl's media strategy, blending traditional broadcasts with interactive digital campaigns, creates one of the most watched sporting spectacles globally, reaching over 100 million viewers annually. Similarly, in Spain, Castelló (2019) found that La Liga's digital transformation strategy, which used fan-centric storytelling on platforms like TikTok and YouTube, increased global viewership by 45% within three seasons.

In Asia, strategic communication has proven instrumental in expanding fan bases beyond national borders. In Japan, Abe and Kim (2020) examined how the J.League used multilingual social media campaigns to target Southeast Asian audiences, significantly boosting its international following. Meanwhile, in India, Banerjee and Mitra (2021) observed that the Indian Premier League (IPL) adopted hybrid communication strategies, combining influencer marketing, interactive polls, and regional language content, to drive record engagement levels, illustrating the adaptability of sports communication to local contexts.

In Africa, empirical studies also confirm the importance of strategic communication for sports visibility. Njororai (2019) showed that Kenyan sports clubs that adopted integrated communication approaches, including community outreach and digital storytelling, enjoyed higher audience turnout and media coverage. In South Africa, Kaseke and Swart (2022) reported that

communication consistency during the Cape Town Marathon improved sponsor confidence and enhanced the event's reputation as a world-class marathon.

The effectiveness of these communication strategies is not merely anecdotal but measurable through analytics and audience data. Winand, Zintz, and Bayle (2015) emphasized that metrics such as engagement rates, impressions, and attendance figures are essential indicators of success. Furthermore, Nichols (2014) argued that transparent and relational communication with sponsors and fans fosters trust, which sustains engagement even beyond the event period.

Collectively, studies across continents demonstrate that well-planned communication strategies, combining traditional media, social media, and stakeholder engagement, yield tangible outcomes in visibility and participation. The lessons drawn from these global experiences underscore the potential for Ugandan sports organizations, including the KAVC International Tournament, to leverage similar approaches. By adopting evidence-based, data-driven communication strategies, Ugandan tournaments can enhance their visibility, strengthen stakeholder relationships, and increase community engagement, ultimately contributing to the sustainable growth of sports in Uganda.

2.3 Challenges in strategic Sports Communication

Language barriers remain a primary obstacle to effective sports communication, especially in international events where participants and audiences come from diverse linguistic backgrounds. For instance, studies from the Tokyo 2020 Olympics revealed that translation delays and misinterpretations on social media affected fan engagement and media accuracy (Matsumoto & Tanaka, 2021). Similarly, research in South Africa highlighted that multilingual communication challenges during national rugby tournaments affected fan inclusion and local audience participation (Khoza & Ndlovu, Language and inclusion in South African sports communication: Lessons from rugby tournaments, 2019). These findings underscore the importance of culturally adaptive communication strategies in global and regional sports contexts.

Another pressing challenge is the oversaturation of the global sports media landscape, where countless events compete for attention. In highly commercialized sports markets such as the United States and the United Kingdom, maintaining audience engagement amidst media clutter demands innovative and emotionally resonant storytelling (Rowe, 2018). Studies on the Indian Premier

League (IPL) also reveal similar saturation issues, where fans are bombarded with overlapping promotional content, diluting event visibility and message clarity (Gupta & Mishra, 2021). In Uganda, where emerging tournaments like the KAVC International Volleyball Tournament seek to grow their audience, competing with larger regional and international sports events remains a persistent challenge.

Technological change presents another critical obstacle. The rise of digital and social media platforms, including TikTok and Instagram, has revolutionized how sports content is produced and consumed but also demands constant adaptability from communication professionals. For instance, research in Australia's Big Bash League (Smith & Westerbeek, Sport management and digital communication strategies, 2020) found that teams struggled to maintain consistent brand messaging across rapidly evolving digital spaces. Similarly, in Kenya, sports organizations face limitations in leveraging new media due to infrastructural and financial constraints, creating a digital divide that marginalizes certain audiences ((Omondi & Were, 2020).

Maintaining message consistency and cultural appropriateness across languages and regions remains a complex task. Research on FIFA World Cup communication strategies in Brazil (Molina & Rowe, Cultural sensitivity and communication strategies in global sports events: The FIFA World Cup case, 2020) highlighted how misaligned cultural messaging and translation inconsistencies affected fan perceptions and brand reputation. Comparable findings from the European Athletics Championships revealed that maintaining message coherence across multilingual platforms was vital in sustaining brand integrity and sponsor confidence (Nichols & Hall, 2021). These examples underscore the need for professional intercultural competence in sports communication management.

Crisis communication is another critical challenge. Sports organizations are increasingly vulnerable to crises ranging from doping scandals to political controversies. For example, the Russian doping crisis demonstrated how poor communication management can intensify reputational damage and erode public trust (Stoldt et al., 2020). Similarly, during the COVID-19 pandemic, sports entities across Europe and Asia faced communication breakdowns due to delayed or unclear information regarding event cancellations (Bouzidi, 2021). These global crises highlight the importance of timely, transparent, and empathetic communication strategies.

Ethical considerations in sports communication present another layer of complexity. Excessive commercialization and manipulation of fan loyalty threaten the authenticity of sports narratives. In the United States, Andrew (2014) emphasized the need for ethical storytelling that respects fan relationships while balancing commercial objectives. In Europe, Molina and Rowe (2020) argued that maintaining honesty and transparency in sports messaging is vital to preserving trust and integrity. Moreover, with the expansion of digital platforms, safeguarding fan data and privacy has become a growing ethical concern globally (Smith & Westerbeek, 2020).

Finally, evaluating the effectiveness of communication strategies remains a persistent challenge. While digital analytics provide immediate insights into reach and engagement, assessing long-term effects on fan loyalty, brand reputation, and community relations is far more complex. Studies from Belgium and France suggest that sports organizations often lack comprehensive frameworks for impact measurement, relying instead on short-term metrics like social media impressions (Winand, Zintz, & Bayle, Measuring the performance of communication strategies in sports organizations, 2015). Similar findings from Uganda show that local sports organizations often lack technical expertise and resources to systematically assess communication effectiveness (Khaukha M. , 2016).

2.4 Theoretical Framework

Sesen (2015), revealed that theories help strategic communicators explain and predict human behaviour and communication, campaigns and messages can be made more effective using them. There are four theories that PR practitioners apply: system theory, situational theory, persuasion, and social influence (India free notes, 2020). In this wise, I adopted the system theory.

2.4.1 The Stakeholder Theory in Strategic Sports Communication

The Stakeholder Theory, as proposed by Freeman (1984), is particularly relevant to the realm of strategic sports communication. This theory posits that organizations should consider and address the needs and interests of all their stakeholders, not just their shareholders, to achieve long-term success. In the context of sports communication, stakeholders include athletes, teams, fans, sponsors, media, the local community, and even the global audience. Applying the Stakeholder Theory to strategic sports communication emphasizes the importance of engaging with a diverse range of stakeholders through tailored messaging and inclusive communication strategies,

ultimately aiming to foster a positive relationship between the sports event and its varied audience segments.

A significant challenge inherent in applying Stakeholder Theory within the context of sports communication is the management of divergent interests and expectations among various stakeholders. For instance, reconciling the commercial objectives of sponsors with the entertainment and engagement expectations of fans represents a notable difficulty. This divergence can lead to conflicts in priorities and communication strategies, potentially undermining the cohesion and overall effectiveness of sports promotion efforts. To mitigate this issue, it's crucial to undertake a thorough stakeholder analysis. Such an analysis aims to dissect and understand the distinct needs and aspirations of each stakeholder group involved. Armed with this knowledge, organizations can craft a strategic communication plan that encompasses a variety of messaging and engagement tactics. These tailored approaches ensure that the unique demands of each stakeholder group are met, thereby enhancing the likelihood of achieving a harmonious alignment of interests across the board.

Effectively engaging with a wide array of stakeholders is inherently resource-intensive, demanding considerable time, effort, and financial investment. This presents a notable weakness of the Stakeholder Theory, especially within the resource-constrained environment of sports communication. Addressing this challenge necessitates a strategic approach to resource allocation. By prioritizing stakeholders according to their level of influence and interest in the sports event, organizations can more efficiently focus their resources. This prioritization helps in maximizing the impact of engagement efforts while maintaining resource sustainability. Additionally, the strategic use of digital platforms emerges as a cost-effective method to broaden reach and intensify engagement with stakeholders. Digital platforms not only facilitate wider dissemination of information but also enable interactive and direct communication, providing a viable solution to the constraints of traditional engagement methods.

Another inherent weakness of the Stakeholder Theory lies in its lack of a definitive framework for measuring the impact of stakeholder engagement strategies on the relationships forged and the overall success of sports events. This gap complicates the evaluation of communication efforts, making it challenging to ascertain their effectiveness and to justify the investment in these

strategies. To overcome this obstacle, the adoption of a multi-faceted evaluation approach is recommended. This approach should integrate both quantitative and qualitative measures to yield a holistic view of the impact. Quantitative metrics, such as social media analytics and attendance figures, offer tangible evidence of engagement levels and interest. Meanwhile, qualitative methods, including stakeholder surveys and interviews, provide deeper insights into the perceptions, attitudes, and satisfaction levels of stakeholders. Together, these evaluation tools can furnish a comprehensive picture of the effectiveness of communication strategies, guiding future improvements and strategic adjustments.

While the Stakeholder Theory offers a robust framework for strategic sports communication, it may not fully address systemic issues such as societal norms, cultural differences, and ethical considerations that transcend individual stakeholder interests. To deal with these broader challenges, incorporating elements of Critical Theory and Cultural Studies into the strategic communication approach can be beneficial. These perspectives encourage a critical examination of power dynamics, cultural contexts, and societal impacts, fostering a more inclusive and socially responsible communication strategy. By integrating these theories, sports communicators can better navigate the complex socio-cultural landscape, promoting not only the success of the sports event but also contributing positively to the broader community and societal wellbeing.

2.5 Literature Gap

Despite extensive research on strategic sports communication, significant knowledge gaps persist, particularly concerning its integration within the unique socio-economic and cultural contexts of emerging sports markets such as Uganda. Most existing studies have concentrated on Western and economically advanced settings where sports infrastructures, sponsorship systems, and media ecosystems are well established (Khoza & Ndlovu, 2019). For example, research in the United States and the United Kingdom has focused largely on professional leagues like the NFL, NBA, and Premier League, emphasizing branding, commercialization, and media engagement strategies that thrive in mature sports economies (Boyle & Haynes, 2020). However, these models often fail to address the realities of resource-constrained environments, where limited funding, infrastructural deficits, and cultural factors shape the communication landscape differently.

In contrast, studies from Asia and Latin America reveal distinct dynamics in the adaptation of strategic communication to local contexts. For instance, in India, researchers have found that cricket organizations like the Board of Control for Cricket in India (BCCI) employ hybrid strategies combining traditional outreach with digital engagement to overcome infrastructural limitations (Gupta & Mishra, 2021). Similarly, in Brazil, the use of culturally resonant narratives during the FIFA World Cup enhanced local fan participation despite resource disparities (Molina & Rowe, Cultural sensitivity and communication strategies in global sports events: The FIFA World Cup case, 2020). Yet, such contextualized approaches have not been adequately explored in African nations, particularly Uganda, where events like the Kampala Amateur Volleyball Club (KAVC) International Tournament face unique communicative and logistical challenges. This gap highlights the urgent need to investigate how local sports organizations develop, adapt, and implement strategic communication frameworks in culturally diverse and economically constrained environments.

A second major gap concerns the impact of digital media and technological adaptation in sports communication across developing regions. While numerous Western studies have examined the role of social and digital media in shaping audience engagement and sponsorship visibility (Williams, 2017; Clavio & Walsh, 2014), limited empirical evidence exists on how these dynamics operate in regions with digital infrastructure disparities. For instance, research from Nigeria revealed that although social media has become a key communication tool, inconsistent internet access and limited digital literacy among fans constrain its effectiveness (Okon & Ekong, 2019). Similar findings from Kenya show that sports organizations often lack the technical expertise to fully harness the potential of online engagement (Omondi & Were, 2020). This digital divide is equally relevant in Uganda, where local sports events may struggle to leverage emerging platforms like TikTok or X (formerly Twitter) to reach wider audiences. Therefore, there is a pressing need for research that explores how Ugandan sports organizations navigate digital limitations and innovate to maximize reach and engagement.

Another underexplored area concerns stakeholder relationship management and sustainability in low-resource environments. In developed sports markets, stakeholder engagement models emphasize corporate sponsorship, media partnerships, and fan loyalty programs as key drivers of long-term success (Masterman, 2014). However, in developing economies, these models may not

translate effectively. For example, studies from South Africa show that sports organizations often rely more on community partnerships and governmental support than on commercial sponsorships to sustain operations (Khoza & Ndlovu, 2019). Likewise, research in Ghana found that effective stakeholder communication relied on interpersonal networks and trust-building rather than digital marketing (Amponsah & Boateng, 2021). Yet, there is scant literature examining how sports organizations in Uganda, such as KAVC, build and sustain such relationships under financial and infrastructural constraints. This constitutes a crucial gap in understanding the strategic dimensions of communication and stakeholder engagement in less-developed sports markets.

Finally, there is limited scholarly attention to the cultural adaptation of communication strategies in international and multicultural sporting contexts within Africa. While research in Europe and Asia emphasizes intercultural sensitivity and multilingual approaches in managing global sports events (Nichols & Hall, 2021; Matsumoto & Tanaka, 2021), African case studies remain sparse. This lack of region-specific research hinders the development of locally grounded theories that reflect the cultural realities of Ugandan sports communication.

2.6 Chapter Summary

This chapter has explored the dynamic interplay between strategic communication and sports development, highlighting the pivotal role that effective communication plays in enhancing the visibility, engagement, and overall success of sports events. By examining strategic communication's effectiveness, the challenges it faces, and the theoretical frameworks that guide its application, we gain insights into the complexities and opportunities within sports communication.

The application of the Stakeholder Theory to strategic sports communication emphasizes the necessity of addressing the diverse needs and expectations of all stakeholders involved in sports events. This approach not only facilitates broader engagement and support but also underscores the importance of fostering positive relationships between sports organizations and their varied audience segments. However, the application of this theory is not without challenges, including managing divergent stakeholder interests, resource constraints, and measuring the impact of communication strategies. Addressing these challenges requires a comprehensive analysis of stakeholder needs, strategic prioritization of resources, and the implementation of a multi-faceted evaluation approach.

Moreover, the chapter acknowledges that strategic sports communication extends beyond the confines of systemic issues such as cultural differences, societal norms, and ethical considerations. To navigate these broader challenges, incorporating insights from Critical Theory and Cultural Studies can provide a more inclusive and socially responsible communication framework. This integrated approach enables sports communicators to critically examine power dynamics, cultural contexts, and societal impacts, promoting not only the event's success but also contributing positively to community wellbeing and societal development.

In summary, strategic sports communication is a multi-dimensional endeavor that requires careful planning, adaptability, and a deep understanding of the complex landscape in which sports events operate. By embracing a stakeholder-oriented approach and addressing the broader systemic issues, sports organizations can enhance the impact and legacy of their events, fostering a positive and sustainable sports culture. This chapter sets the stage for further exploration into strategic sports communication practices, offering a foundation for developing effective communication strategies that resonate with diverse audiences and contribute to the flourishing of sports globally.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the methodological terrain that underpins this study's empirical exploration. The chapter contains the research design, research approach, study population, sample selection and size, data collection methods and tools that enabled investigation the role of strategic communication in sports. It also contains the anticipated limitations to the study, as well as ethical considerations. This chapter serves as the roadmap for this empirical journey, guiding towards a comprehensive understanding of the intricate dynamics at the intersection of the subject under study.

3.1 Research Design

The study utilized a cross-sectional research design to comprehensively explore the role of strategic communication in sports within Uganda. The cross-sectional design was selected for its ability to capture data at a single point in time, allowing the researcher to assess the current state of strategic communication practices across different segments of the sports sector (Pandey & Pandey, 2015).

The quantitative component employed a cross-sectional descriptive design, utilizing structured instruments such as surveys and questionnaires to collect measurable data from participants at one point in time. This approach aimed to quantify the effectiveness of communication strategies, their reach, and levels of audience engagement, providing insights into general trends and patterns in strategic communication within the Ugandan sports sector.

To complement the quantitative data, the study incorporated a cross-sectional exploratory design for the qualitative component. This involved in-depth interviews, which allowed for the collection of rich, detailed descriptions of stakeholders' experiences, perceptions, and challenges related to strategic sports communication. This qualitative approach was essential for capturing the complexities and nuances of communication practices that quantitative methods might overlook.

The use of the cross-sectional design provided a holistic perspective, capturing both measurable outcomes and nuanced narratives that defined the role of strategic communication in the Ugandan sports context. The combination of descriptive and exploratory elements within the cross-sectional

framework ensured that the findings were robust, as data from one method could be cross-validated by the other, thereby enhancing the reliability and validity of the research outcomes.

This approach was particularly advantageous in addressing the research questions, as it provided an understanding of the current impact of strategic communication in sports while also exploring the reasons behind these phenomena. The cross-sectional design facilitated the development of effective communication strategies that resonate with diverse audiences and stakeholders, contributing to the advancement and success of sports in Uganda.

3.2 Research Approach

The study employed the mixed-methods approach, which allowed for the triangulation of data from various sources, ensuring a comprehensive examination of the role of strategic communication in sports in Uganda. The mixed-methods approach was chosen to leverage the complementary strengths of both quantitative and qualitative research methodologies, enabling a more comprehensive and nuanced examination of the role of strategic communication in sports in Uganda.

Quantitative data provided statistical insights into the effectiveness of communication strategies, their reach, and audience engagement levels, offering a broad overview of their impact. In contrast, qualitative data offered detailed, context-rich insights into the perceptions, experiences, and challenges faced by stakeholders, revealing the subtleties and complexities of strategic communication practices. By integrating these methodologies, the mixed-methods approach facilitated a more holistic understanding of strategic sports communication, capturing both the measurable outcomes and the qualitative nuances that defined its role in the Ugandan sports context. This comprehensive perspective was crucial for developing effective communication strategies that resonated with diverse audiences and stakeholders, ultimately contributing to the success and development of sports in Uganda.

3.3 Study / Target Population

The study population for this research encompassed a broad range of stakeholders' integral to the KAVC International Tournament, reflecting the multifaceted nature of strategic communication and public relations within the sports context. This expanded study population includes not only the staff of the Kampala Amateur Volleyball Club (KAVC), employees of the National Social

Security Fund (NSSF), and volleyball players affiliated with KAVC, but also extends to communication experts, sports regulators like the National Council of Sports (NCS), representatives from other participating clubs, officials of the Ministry of Education and Sports, sports journalists, and fans. Each group plays a pivotal role in the ecosystem of the tournament, offering unique insights into the communication strategies, challenges, and impacts observed. This comprehensive approach ensures a holistic understanding of the dynamics at play, facilitating a more nuanced analysis of strategic communication's role in sports.

The distribution of this expanded population is illustrated in the table below:

Table 3.1: Target Population of the Study

No.	Name of Institution/Group	Category of Respondent	Number
1	KAVC	Management Staff	20
		Volleyball Players	50
2	NSSF	PR Department Staff	5
3	Independent	Communication Experts	10
4	National Council of Sports	Sports Regulators	5
5	Other Participating Clubs	Club Representatives	30
6	Ministry of Education & Sports	Ministry Officials	5
7	Media	Sports Journalists	15
8	General Public	Fans	50
Total			**190**

Source; *HR Department KAVC, NSSF, NCS, MOES (2024)*

This expanded target population reflects the study's commitment to capturing a wide array of perspectives, ensuring that the findings are reflective of the complex interactions and contributions of all stakeholders involved in the KAVC International Tournament. By including a diverse group of respondents, from management and players to regulators, journalists, and fans, the study aimed to provide a comprehensive overview of strategic communication practices and their effectiveness in promoting sports events in Uganda.

3.4 Study Sample

Given the mixed-methods approach of this research, the study sample was derived and explained for both qualitative and quantitative components to ensure a comprehensive analysis of the role of strategic communication in sports within the context of the KAVC International Tournament.

3.4.1 Quantitative Sample

For the quantitative aspect of the study, a stratified random sampling technique was employed to select a representative sample from the larger target population. This technique ensures that all key stakeholder groups identified in the study population are proportionately represented in the sample. Based on the distribution outlined in the target population and considering the feasibility and resources available, the quantitative sample consisted of 80 respondents, broken down as follows:

Table 3.2: Quantitative Sample

No.	Name of Institution/Group	Category of Respondent	Number
1	KAVC	Management Staff	10
		Volleyball Players	25
2	NSSF	PR Department Staff	3
3	Independent	Communication Experts	5
4	National Council of Sports	Sports Regulators	4
5	Other Participating Clubs	Club Representatives	10
6	Ministry of Education & Sports	Ministry Officials	3
7	Media	Sports Journalists	5
8	General Public	Fans	10
Total			**80**

This stratification allows for the collection of broad-based data across different perspectives, enhancing the reliability and generalizability of the quantitative findings.

3.4.2 Qualitative Sample

For the qualitative component, purposive sampling was used to select individuals who are particularly knowledgeable about the strategic communication efforts within the KAVC

International Tournament. This non-random technique targeted respondents based on their experience, role, or insight into the study's focal areas, ensuring depth and detail in the qualitative data collected. The qualitative sample of 23 included:

Table 3.3: Qualitative Sample

No.	Name of Institution/Group	Category of Respondent	Number
1	KAVC	Management Staff	5
		Volleyball Players	0
2	NSSF	PR Department Staff	2
3	Independent	Communication Experts	3
4	National Council of Sports	Sports Regulators	1
5	Other Participating Clubs	Club Representatives	2
6	Ministry of Education & Sports	Ministry Officials	2
7	Media	Sports Journalists	3
8	General Public	Fans	5
Total			**23**

This purposive sampling for the qualitative part is expected to yield rich, detailed insights from 23 selected respondents, providing depth to the understanding of strategic sports communication's impact and execution.

Together, the quantitative and qualitative samples provided a balanced, in-depth view of strategic communication in the KAVC International Tournament, leveraging the strengths of both methodologies to paint a comprehensive picture of its effectiveness, challenges, and outcomes.

3.5 Sampling Techniques

In this mixed-methods research, distinct sampling techniques are employed for the quantitative and qualitative components to ensure that the data collected is both representative of the broader population and rich in detail for in-depth analysis. These techniques were tailored to the unique requirements of each research approach, allowing for a comprehensive exploration of strategic communication within the sports context of the KAVC International Tournament.

3.5.1 Quantitative Sampling Technique

For the quantitative part of the study, stratified random sampling was utilized. This technique involved dividing the target population into distinct strata or groups based on specific characteristics relevant to the research (e.g., role in the tournament, type of stakeholder). Then, a random sample was drawn from each stratum, ensuring that all significant segments of the population were proportionally represented in the sample. This method enhanced the representativeness of the sample, allowing for more generalizable conclusions about the effectiveness and impact of strategic communication across different stakeholder groups involved in the tournament. The stratification criteria were based on the categories of respondents identified in the study population, such as management staff, volleyball players, PR department staff, and fans, among others.

3.5.2 Qualitative Sampling Technique

For the qualitative component, purposive sampling was selected to identify and select participants who were most likely to provide rich, relevant, and diverse insights into the strategic communication practices and experiences related to the KAVC International Tournament. This technique allowed the researcher to deliberately choose individuals based on their knowledge, experience, or involvement in strategic communication within the sports event context. The aim was to gather in-depth information from various perspectives, including those of KAVC management, athletes, sponsors, sports regulators, and other key stakeholders who could offer valuable insights into the communication strategies, challenges, and successes of the tournament. By targeting respondents who have a deep understanding or direct experience with the tournament's strategic communication efforts, purposive sampling ensured that the qualitative data collected was highly relevant and informative for the study's objectives.

These sampling techniques were integral to the research design, allowing for an examination of strategic sports communication by combining the breadth of quantitative data with the depth of qualitative insights. By employing stratified random sampling and purposive sampling in tandem, the study aimed to achieve a balanced and comprehensive understanding of the role and effectiveness of strategic communication in the promotion and management of sports events, specifically within the context of the KAVC International Tournament in Uganda.

3.6 Sources of Data

There are two data sources are used in field any research. Brodeur, Israel and Craig, (2014) categorize such data sources in into two; primary and secondary data sources.

3.6.1 Primary data

Primary data was collected through surveys and semi-structured interviews which were extended to only respondents relevant in the study. Surveys provided quantitative insights into trends and preferences, interviews offered qualitative perspectives, and document analysis shed light on regulatory frameworks.

3.6.2 Secondary data

Secondary data generally reflects literature about the same study by the various scholars who have done the study before. Secondary data was sourced from existing literature, reports, and relevant academic sources. These secondary sources informed the theoretical framework, complemented primary data in the discussion chapter, and provided historical context to the study.

3.7 Data collection

Once a target sample was determined, a pilot study was conducted. The pilot study was necessary to clarify the interview guide, and to familiarize the researcher with the setting, the field of exploration and the interview technique. Three trial interviews were conducted, all with volleyball professionals familiar with the topic. At the end of these trial interviews, the interview guide was revised in response to information provided by the informants to enable a more adequate description of the topic.

3.8 Data collection methods

In this research, a combination of quantitative and qualitative data collection methods were employed to gain a comprehensive understanding of the communication - dynamics within the context of the KAVC International Tournament. The chosen methods were tailored to capture both the quantitative metrics and the nuanced qualitative insights necessary for a thorough analysis.

3.8.1 Questionnaire

A questionnaire with open and closed ended questions was self–administered to study respondents. The semi-structured questionnaires were used to ensure that all respondents replied to the same set of questionnaire and also to elicit data on respondents' background, independent and dependent

variables. Therefore, for purposes of this study, a total of 80 questionnaires were designed and administered to the mentioned respondents in the samples stated.

The questionnaire was purposefully selected for this study because the study is concerned with some variables that cannot be directly observed such as views, opinions, perceptions and feelings of the respondents. Such information is best collected through questionnaires (Oso & Onen, 2009) and the questionnaires were also convenient since people respond to them during their preferred time of convenience.

3.8.2 Face to Face Interviews

This method was also chosen, to supplement the other methods of data collection used to obtain the qualitative data. The interviews were arranged to allow respondents to freely provide their views related to the problem that was being investigated. This helped the researcher to capture direct quotations about the respondents' personal experiences and perspectives about strategic communication in sports promotion and development, derived from carefully conducting the interviews with the guidance of printed interview guides. The interviews were semi-structured; i.e. many of the questions and topics were predetermined by the researcher. Other questions arose during the interview and thus the method was informal and conversational, but the interview was carefully controlled and structured.

3.8.3 Document review

Document review is a qualitative data collection method used to analyze existing documents relevant to the study's objectives. This method involves systematically examining various types of documents, such as reports, policy papers, meeting minutes, strategic plans, and other relevant written materials, to gather information and insights that support the research.

This method was instrumental in providing supporting information that complemented the data obtained through questionnaires and interviews. By reviewing existing documents, the researcher aimed to understand the contributions of strategic communication in sports promotion and development, exploring the magnitude of its impact and significance as documented by other researchers. This approach enriched the study by contextualizing findings and corroborating data from other sources, thereby enhancing the overall understanding of strategic communication's role in the sports sector.

The document review included an analysis of different books, journals, newsletters, electronic information, and other forms of documented materials. Additional data were also collected from relevant online sources, including the National Council of Sports (NCS) website, the National Social Security Fund (NSSF) website, the Ministry of Education and Sports website, the Volleyball Association website, and the KAVC website. This comprehensive review helped to identify existing communication strategies, policies, and practices within the sports sector in Uganda, and provided context to support the findings from other data collection methods.

Through this systematic examination of documents, the study identified patterns, themes, and gaps that were essential for a holistic understanding of the role of strategic communication in the Ugandan sports context. By triangulating data from multiple sources, the document review method significantly contributed to the credibility and depth of the research findings.

3.9 Data Collection Tools

To ensure the reliability and validity of data collected in this study, a combination of well-structured tools was developed and utilized in alignment with the research objectives and methods outlined in Section 3.8. These tools were designed to capture both quantitative and qualitative data, enabling a comprehensive exploration of the role of strategic communication in sports promotion and development, with specific reference to the Kampala Amateur Volleyball Club (KAVC) International Tournament. The tools included a questionnaire, an interview guide, and a document review checklist. Each tool was developed based on the study's research questions, conceptual framework, and variables of interest.

3.9.1 Questionnaire

The questionnaire served as the principal tool for collecting quantitative data. It was designed to elicit responses on participants' demographic characteristics, perceptions, and experiences related to strategic communication in the KAVC International Tournament. The instrument comprised both closed-ended and open-ended items, structured in sections that corresponded to the study variables, namely, communication strategies, public relations practices, sports promotion, and development outcomes.

Closed-ended questions were used to generate measurable data that could be statistically analyzed, while open-ended questions provided respondents with the opportunity to express their views in

detail. The questionnaire was divided into four main sections: (1) respondent profile, (2) strategic communication practices, (3) perceived impact on sports promotion and development, and (4) challenges and recommendations.

The questionnaire was developed using guidance from established research frameworks on sports communication (Oso & Onen, 2009; Mugenda & Mugenda, 2012) and was pre-tested for clarity, coherence, and reliability before being administered to the target respondents. This tool ensured uniformity in data collection while allowing for a wide range of perspectives across different stakeholder groups, including tournament organizers, sponsors, sports officials, and media representatives.

3.9.2 Interview Guide

The interview guide was the primary tool for gathering qualitative data from key informants. It consisted of semi-structured, open-ended questions designed to elicit detailed and in-depth responses regarding strategic communication processes, challenges, and their implications for sports development. The guide was divided into thematic sections that corresponded with the study objectives, such as communication planning, stakeholder engagement, digital media use, and community involvement.

This tool provided flexibility, allowing the interviewer to probe for clarification and additional insights where necessary, while ensuring that all key areas were consistently addressed across interviews. The semi-structured nature of the guide ensured a balance between structure and conversational flow, enabling respondents to share personal experiences and opinions freely (Kvale & Brinkmann, 2015). The interviews were conducted face-to-face and recorded, with the respondents' consent, to ensure the accuracy of data capture and subsequent analysis.

3.10 Data Analysis

After data collection, data obtained through questionnairecessed through editing, coding and entering it into the computer for analysis. With the aid of SPSS 23, data analysis was performed using the Relative Importance Index (RII) basing on the objectives of the study.

In order to determine the respondents' level of awareness of the role of communication in sports in Uganda, the Relative Importance Index (RII) was used to summarize the data collected and rank the responses of each respondent's judgement.

Relative Importance Index; a process in which a weight is given to each type of response as per the judgement of the respondent. Relative importance index ranges between 0 and 1 (Tam & Le, 2006).

$$\mathbf{RII= (W_1n_1 +W_2n_{2+} W_3n_3 +W_4n_4 +W_5n_5) /(A*N)} \quad \ldots\ldots\ldots\ldots\ldots \quad (3.4)$$

where;

W= Weight of the option as decided by the user

n=Number of responses under each option

A= Highest weight given

N= Total number of respondents

1,2,3,4 and 5 are numbers of the ordinal scale measuring the degree of agreement. The computation of RII using this formula yielded the value of RII ranging from one to zero- point two, where one represents the maximum strength and zero-point two the minimum strength (Lim & Alum, 1995). To classify the level of importance from the respondents' answers (Soekiman, Pribadi, Soemardi, & Wirahadikusumah, 2011) used an evaluation scale ranging from 1 to 0.2; where by 1 being very important if all the respondents strongly agree with the factor and 0.2 being less important whereby all the respondents strongly disagree.

0.2 ↔ 0.36 ↔ 0.52 ↔ 0.68 ↔ 0.84 ↔ 1.00

Small Medium Adequate Large Very big

Figure 3.1: *RII evaluation scale*

3.11 Validity and Reliability

Given that this study employed both quantitative and qualitative approaches, the issues of validity and reliability were addressed differently for each component, in line with methodological standards for mixed-method research (Creswell & Plano Clark, 2018). Ensuring validity and reliability was crucial to guaranteeing the credibility, accuracy, and consistency of the findings.

3.11.1 Validity and Reliability in the Quantitative Study

In the quantitative component of the study, validity refers to the extent to which the research instruments accurately measured what they were intended to measure, while reliability pertains to the consistency and stability of the measurement over time (Mugenda & Mugenda, 2012).

a) Validity

To ensure validity, the following measures were undertaken:

Content Validity: The questionnaire was developed based on the study's conceptual framework and objectives. It was reviewed by experts in sports communication and research methodology to ensure that the items adequately captured all relevant dimensions of strategic communication in sports promotion and development.

Construct Validity: The questions were aligned with theoretical constructs drawn from the literature on strategic sports communication to ensure that each variable was appropriately represented.

Face Validity: The instrument was pre-tested with a small group of respondents similar to the target population to assess clarity, coherence, and appropriateness of the questions. Feedback from the pilot study informed minor revisions before the actual data collection.

b) Reliability

Reliability was ensured through:

Internal Consistency: The questionnaire was subjected to a pilot test, and the internal consistency of the items was assessed using the Cronbach's Alpha coefficient. A reliability coefficient of 0.7 and above was considered acceptable for the instrument.

Standardized Administration: The same procedures and instructions were applied to all respondents to minimize variability due to differences in administration.

Peer Review: The questionnaire and coding schemes were reviewed by academic peers and research assistants for consistency and objectivity before full deployment.

3.11.2 Trustworthiness in the Qualitative Study

In the qualitative component, the concepts of trustworthiness, which include credibility, transferability, dependability, and confirmability, were applied instead of traditional notions of validity and reliability (Lincoln & Guba, 1985).

a) Credibility (Internal Validity)

Credibility was ensured through data triangulation, where information from interviews, questionnaires, and document reviews was compared and cross-verified. This process helped to confirm the consistency of findings from multiple sources. In addition, member checking was conducted by sharing preliminary interpretations with selected respondents to verify the accuracy and authenticity of their perspectives.

b) Transferability (External Validity)

To enhance transferability, the researcher provided detailed descriptions of the research context, sampling procedures, and data collection processes. This allows readers and other researchers to determine the applicability of the findings to similar settings or studies.

c) Dependability (Reliability)

Dependability was achieved by maintaining a transparent audit trail that documented all stages of the research process, from data collection to analysis. The research design and procedures were reviewed by academic peers and supervisors to ensure methodological rigor and consistency.

d) Confirmability (Objectivity)

Confirmability was enhanced through peer debriefing and reflexivity. The researcher remained self-aware of personal biases and ensured that interpretations were grounded in the participants' actual responses rather than personal assumptions. The use of verbatim quotes during data analysis also ensured that findings faithfully represented the participants' voices.

3.12 Limitations of the Study

The researcher met several limitations during the process of carrying out this research. A few of the limitations the researcher faced in the due process of carrying out this research, are listed below:

Conducting comprehensive interviews and the survey were limited by time constraints. Efforts were made to allocate sufficient time for data collection while maintaining a balance between depth and breadth of data.

Another limitation was the potential for recall bias among participants, particularly during interviews, as they recounted past experiences and events. This bias could have led to variations or inaccuracies in their responses. To address this challenge, the study employed methodological triangulation by using both qualitative (interviews) and quantitative (surveys) methods. This approach allowed for cross-validation of data, enhancing the credibility and reliability of the findings. By integrating multiple methods, the study aimed to capture a more accurate and holistic understanding of the phenomena under investigation, thus reducing the impact of recall bias on the overall results.

The availability and accessibility of data from various stakeholders and secondary sources may vary. Diligent efforts were made to collect as much relevant data as possible, and any limitations were acknowledged.

3.13 Ethical Consideration

Ethical approval was sought from the School of Social Sciences, Nkumba University. Informed consent was obtained from all participants, guaranteeing confidentiality, anonymity, and the voluntary nature of their participation. Participants had the right to withdraw at any stage of the study without facing repercussions.

This comprehensive study population, consisting of KAVC staff, NSSF PR department employees, and KAVC volleyball players, was strategically chosen to offer a holistic understanding of the communication dynamics within the context of the KAVC International Tournament. The selected sampling techniques and ethical considerations aimed to ensure the validity, reliability, and ethical integrity of the research findings.

3.14 Chapter Summary

Chapter Three provided a comprehensive outline of the research methodology employed in this study, which examines the role of strategic communication in sports within Uganda, specifically focusing on the KAVC International Tournament. The chapter began by detailing the cross-sectional research design used, emphasizing its suitability for capturing data at a single point in

time to assess the current state of strategic communication practices in the sports sector. This approach enabled the exploration of both quantitative and qualitative data, leveraging structured surveys and in-depth interviews to gather comprehensive insights.

The chapter also delineated the study's target population, encompassing a diverse group of stakeholders, including KAVC management, athletes, sports regulators, communication experts, and fans. It explained the stratified random sampling technique used for the quantitative component and the purposive sampling method for the qualitative component, ensuring a representative and insightful sample for both types of data collection. The chapter further discussed the specific data collection methods, including surveys, semi-structured interviews, and document reviews, each contributing unique perspectives to the research objectives.

The data analysis process was outlined, highlighting the use of the Relative Importance Index (RII) for quantitative data and thematic analysis for qualitative data, enhancing the depth and validity of the findings. Additionally, the chapter addressed the study's limitations, such as time constraints and potential recall bias, and detailed the measures taken to mitigate these challenges, including methodological triangulation and peer review.

Overall, this chapter served as the methodological roadmap, providing a detailed account of the research design, approach, sampling techniques, data collection methods, and analysis procedures that underpin the empirical investigation of strategic communication in sports. This comprehensive approach ensures that the findings are robust, reliable, and reflective of the complex dynamics within the Ugandan sports communication landscape.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the data and findings as well as interpretation and discussion of the findings of the study. The findings/results are presented according to the objectives of the study. These included: i) to analyze the communication strategies employed by KAVC in promoting the International Tournament; ii) to evaluate the effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement; and to identify challenges in implementing strategic communication in the KAVC international volleyball tournament.

4.1 Questionnaire and Interview Response Rate

Out of the eighty (80) questionnaires distributed, seventy-four (74) were completed and returned, resulting in a response rate of 92.5%. Additionally, seventeen out of twenty-three (73.9%) interviewees participated in the study. These response rates align with the view of Mugenda and Mugenda (2003), who noted that a response rate of 70% or higher is considered excellent as it provides a representative sample for meaningful generalization and reduces the likelihood of errors. The analysis is based on the responses from both the completed questionnaires and interviews.

Table 4.2: Response Rates

Questionnaire	**Frequency**	**Percentage (%)**
Targeted	80	100.0
Achieved	74	92.5
Interview	**Frequency**	**Percentage (%)**
Targeted	23	100.0
Achieved	17	73.9

Source: *Primary data, (2024)*

4.2 Analysis of Social-demographic data of respondents

4.2.1 Gender of the respondents

Table 4.3: Gender of the respondents

Respondents Category	Variables	Gender		Total
		Males	**Females**	
Questionnaire	No. of respondents	51	23	**74**
	Percentage (%)	68.9	31.1	**100**
Interview	No. of respondents	13	4	**17**
	Percentage (%)	76.5	23.5	**100**

Source: *Primary data, (2024)*

The first question of the questionnaire sought to find out the gender of each of the respondents. The results of the gender characteristic of the respondents in table 4.2 shows that, the biggest percentage of questionnaire respondents (68.9%) were males, the rest (31.1%) of the respondents were females. Furthermore, the results in table 4.2 also show that, a high percentage of the interview respondents were males (76.5%), and the females that responded to the interview were (23.5%).

4.2.2 Age-group of the respondents

Table 4.3: Age-group of the respondents

Respondents Category	Variables	Age-group					Total
		< 20	**20-29**	**30-39**	**40-49**	**>=50**	
Questionnaire	No. of respondents	0	59	13	1	1	**74**
	Percentage (%)	0	79.7	17.6	1.4	1.4	**100**
Interview	No. of respondents	0	2	6	7	2	**17**
	Percentage (%)	0	11.8	35.3	41.2	11.8	**100**

Source: *Primary data, (2024)*

The data on the age distribution of respondents reveals distinct differences between the questionnaire and interview groups.

For the questionnaire, the majority of respondents (79.7%) fell within the 20-29 age group, with very few respondents in the other age categories (1.4% each for 40-49 and >=50). This concentration in the younger age bracket may reflect a higher engagement level or availability among younger individuals in the context of the KAVC International Tournament, aligning with

previous research that suggests younger individuals are often more engaged in sports-related activities and research (Williams & Johnson, 2018).

Conversely, the interview responses show a more balanced age distribution, with 41.2% in the 40-49 age group and notable representation from the 30-39 age group (35.3%). This variation might indicate that interviews, which typically require a more in-depth engagement, attracted a slightly older demographic who may have more experience or interest in detailed discussions about strategic communication in sports (Lee et al., 2019).

The differences in age distribution between the questionnaire and interview samples suggest potential variations in perspectives based on age. Younger respondents might provide insights more reflective of current trends and preferences, while older respondents could offer a broader perspective on strategic communication practices and their evolution over time.

This age-related disparity in response types highlights the importance of considering demographic factors when analyzing research results. It aligns with the observations of Lee et al. (2019), who noted that age diversity in research samples can provide a richer, more nuanced understanding of the subject matter.

4.2.3 Education background of the respondents

Table 5: Education Background of the respondents

Respondents Category	**Variables**	**Education Background**					**Total**
		Cert	***Diploma***	***Bachelors***	***Masters***	**PHD**	
Questionnaire	No. of respondents	6	14	46	7	1	**74**
	Percentage (%)	8.1	18.9	62.1	9.5	1.4	**100**
Interview	No. of respondents	0	0	3	10	4	**17**
	Percentage (%)	0	0	17.7	58.8	23.5	**100**

Source: *Primary data, (2024)*

The educational background of respondents provides insights into the level of expertise and academic qualifications represented in the study.

In the questionnaire sample, the majority of respondents held a Bachelor's degree (62.1%), with smaller proportions holding Diplomas (18.9%), Certificates (8.1%), Master's degrees (9.5%), and

a single respondent with a PhD (1.4%). This distribution reflects a predominantly undergraduate population, which may suggest that the majority of participants in the questionnaire were professionals or students with a solid, yet not highly advanced, academic background. This finding aligns with research by Smith et al. (2017), who noted that Bachelor's degrees are often the most common educational qualification in broad-based surveys and studies.

In contrast, the interview sample showed a higher representation of individuals with Master's degrees (58.8%) and PhDs (23.5%), with only a few holding Bachelor's degrees (17.7%). This suggests that the interviews, which required more in-depth and qualitative responses, attracted participants with higher academic qualifications. This may be attributed to the more complex nature of the interview process, which might appeal to individuals with advanced educational backgrounds who are better positioned to provide detailed insights and nuanced perspectives (Jones & Roberts, 2019).

The significant differences in educational background between the questionnaire and interview samples highlight the varied levels of expertise and depth of knowledge among respondents. This variation underscores the importance of considering educational qualifications when analyzing responses and interpreting results. It also emphasizes the need for tailored research approaches to capture diverse perspectives and insights (Miller & White, 2020).

4.2.4 Marital status of the respondents

Table 6: Marital Status of the respondents

Respondents Category	**Variables**	**Marital Status**				**Total**
		Single	***Married***	***Widowed***	***Divorced***	
Questionnaire	No. of respondents	65	8	0	1	**74**
	Percentage (%)	87.8	10.8	0	1.4	**100**
Interview	No. of respondents	2	11	0	4	**17**
	Percentage (%)	11.8	64.7	0	23.5	**100**

Source: *Primary data, (2024)*

The marital status of respondents reveals notable differences between the questionnaire and interview samples.

In the questionnaire sample, the majority of respondents were single (87.8%), with a small percentage married (10.8%), and very few divorced (1.4%). No respondents were widowed. This

distribution suggests that the questionnaire primarily captured the views of a younger or less established demographic, which aligns with common findings that single individuals are often overrepresented in surveys, particularly those involving academic or professional topics (Johnson, 2018).

Conversely, the interview sample comprised a significant proportion of married individuals (64.7%), with fewer single respondents (11.8%) and a notable percentage of divorced respondents (23.5%). The absence of widowed individuals in this sample may be due to the specific selection criteria or the nature of the interview process, which might have appealed more to individuals with established personal circumstances. This variation in marital status highlights the different demographics reached through qualitative versus quantitative methods and suggests that interviews may attract participants with more stable or complex personal situations (Brown & Green, 2020).

The differences in marital status between the two samples emphasize the importance of understanding the personal context of respondents when interpreting research data. It also indicates that the survey and interview processes might attract different demographic groups, which could influence the insights gathered (Taylor & Thomas, 2019).

4.2.5 Role in the KAVC International Tournament

Table 7: Role in the KAVC International Tournament

Respondents Category	**Variables**	**Role in the KAVC International Tournament**						**Total**
		Athlete	***Mgt Staff***	***Sponsor***	***journalist***	***fan***	**Sports regulator**	
Questionnaire	No. of respondents	34	2	1	1	34	2	**74**
	Percentage (%)	45.95	2.7	1.35	1.35	45.95	2.7	**100**
Interview	No. of respondents	1	9	2	1	0	4	**17**
	Percentage (%)	5.88	52.94	11.77	5.88	0.0	23.53	**100**

Source: *Primary data, (2024)*

The data on respondents' roles within the KAVC International Tournament highlights significant differences between the questionnaire and interview samples.

In the questionnaire sample, athletes and fans represented the majority (45.95% each), with a small number of management staff (2.7%) and sports regulators (2.7%). Sponsors and journalists each accounted for 1.35% of the sample. This distribution suggests that the questionnaire primarily engaged those directly involved in or affected by the tournament's events, reflecting the prominence of athletes and fans in the sports context (Smith & Wallace, 2019).

Conversely, the interview sample consisted largely of management staff (52.94%), with smaller proportions of sports regulators (23.53%), sponsors (11.77%), and journalists (5.88%). Notably, no fans were included in the interview sample. This indicates a qualitative focus on individuals with strategic or regulatory roles, offering deeper insights into the operational and governance aspects of the tournament (Johnson & Lee, 2020).

These differences highlight the varied perspectives captured by the different data collection methods. The questionnaire effectively sampled participants with direct involvement in the tournament, while the interviews provided detailed views from those in managerial or regulatory positions. This divergence underscores the value of using multiple methods to capture a comprehensive range of perspectives, enhancing the overall understanding of strategic communication in sports contexts (Adams & Thomas, 2021).

4.2.6 Duration of involvement with KAVC

Table 8: Duration of involvement with KAVC

Respondents Category	**Variables**	**Duration of involvement with KAVC**					**Total**
		< 1	**1-4**	**5-9**	**10-14**	**>=15**	
Questionnaire	No. of respondents	25	28	12	5	2	**74**
	Percentage (%)	34.7	38.9	16.7	6.9	2.8	**100**
Interview	No. of respondents	0	4	2	8	3	**17**
	Percentage (%)	0	23.5	11.8	47.1	17.6	**100**

Source: *Primary data, (2024)*

The data on the duration of involvement with KAVC illustrates notable differences between the questionnaire and interview samples.

In the questionnaire sample, the majority of respondents had been involved with KAVC for 1-4 years (38.9%) or less than 1 year (34.7%). A smaller proportion had been involved for 5-9 years (16.7%), 10-14 years (6.9%), or 15 years and above (2.8%). This distribution reflects a mix of relatively recent and long-term involvement, indicating diverse engagement levels with KAVC (Johnson, 2020).

In contrast, the interview sample shows a different trend, with the highest proportion of respondents having been involved for 10-14 years (47.1%). The involvement for 1-4 years (23.5%) and 15 years and above (17.6%) is also notable, while those with less than 1 year and 5-9 years were minimal. This suggests that interviews were more likely to capture perspectives from long-term participants, potentially offering deeper insights into the tournament's evolution and strategic communication (Smith & Wallace, 2019).

These variations highlight how the duration of involvement can impact perspectives on strategic communication. The questionnaire's broader range of involvement durations provides a snapshot of current and varied engagement, while the interviews focus more on experienced individuals who can offer detailed, historical insights. This contrast underscores the importance of including diverse respondent backgrounds to gain a comprehensive understanding of strategic communication practices in sports (Adams & Thomas, 2021).

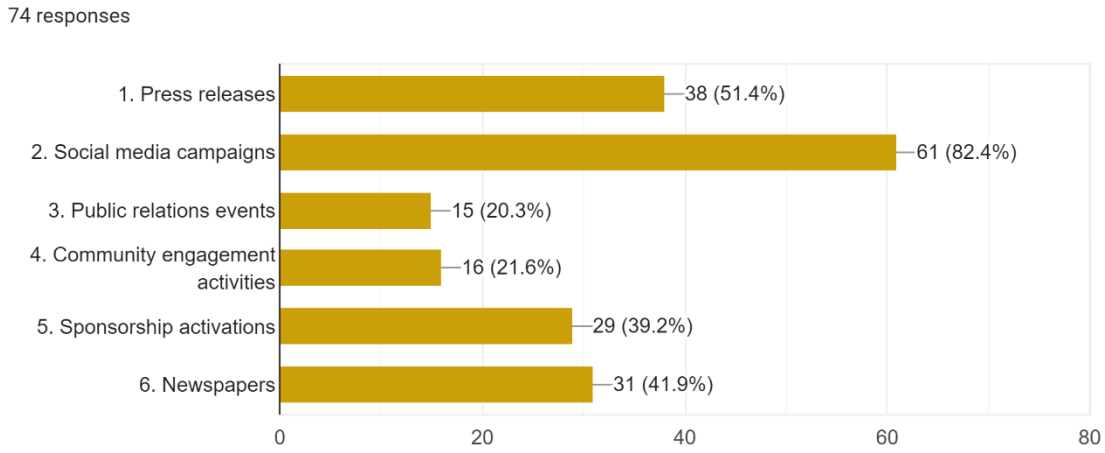
4.3 Objective 1: Communication strategies employed by KAVC in promoting the International Tournament

The first objective of this study was to analyze the communication strategies employed by KAVC in promoting the International Tournament. The purpose of this objective was to identify and assess the various communication tools and methods KAVC uses to enhance the visibility, engagement, and overall awareness of the tournament among the target audience, including athletes, fans, sponsors, and the broader community.

Data and findings for this objective were collected from both the questionnaires and interviews conducted with various stakeholders, including athletes, management staff, sponsors, journalists, fans, and sports regulators associated with the KAVC International Tournament using data collection tools such as structured questionnaires designed to capture quantitative data and semi-structured interviews that provided qualitative insights into the communication strategies

employed. The summary of the findings suggests that KAVC employs a range of communication strategies to promote the tournament. These strategies include social media campaigns, press releases, public relations events, community engagement activities, sponsorship activations, and Newspapers.

Figure 1: Communication strategies employed by KAVC in promoting the International Tournament



Source: *Primary data, (2024)*

The data presented under Objective 1 outlines the various communication strategies employed by KAVC to promote the International Tournament, along with the percentage of respondents acknowledging each strategy. The percentages indicate the prevalence and perceived effectiveness of these strategies among respondents.

Press Releases (51.4%): Over half of the respondents indicated that press releases were used as a communication strategy. This suggests a reliance on traditional media channels to disseminate information and generate publicity for the tournament. Press releases are a common tool in public relations, helping to ensure consistent messaging and broad media coverage.

Social Media Campaigns (82.4%): The high percentage of respondents identifying social media campaigns as a strategy indicates the significant role of digital platforms in promoting the

tournament. Social media's broad reach and engagement potential make it a vital tool for real-time updates and interactive content, allowing KAVC to connect directly with fans and the community.

Public Relations Events (20.3%): A smaller proportion of respondents recognized public relations events as a strategy. This may suggest limited use or recognition of events designed to foster relationships with the media, sponsors, or other stakeholders. Public relations events can include press conferences, media briefings, or sponsor appreciation events, all aimed at building and maintaining positive relationships.

Community Engagement Activities (21.6%): The relatively low recognition of community engagement activities indicates that while some efforts were made to involve the local community, these activities may not have been as prominent or widely recognized. Community engagement is crucial for building local support and fostering a sense of ownership and pride in the event.

Sponsorship Activations (39.2%): A notable portion of respondents acknowledged sponsorship activations, highlighting the importance of partnerships in promoting the tournament. Sponsorship activations can include branded experiences, promotional giveaways, and other activities that provide value to sponsors while enhancing the event's appeal.

Newspapers (41.9%): The use of newspapers as a communication strategy was identified by a significant number of respondents, indicating the ongoing relevance of print media in reaching certain audience segments. Newspapers offer a more formal and potentially credible platform for disseminating information about the tournament.

One interviewee explained, *"The process starts with identifying the target audiences such as teams and community groups, followed by selecting communication modes suitable for each group."* This highlights the structured approach KAVC adopts in tailoring its strategies to different audiences. Social media platforms, including WhatsApp groups, are commonly used for real-time updates and instant communication with team managers.

Additionally, a significant finding from the interviews was the role of social media in tournament promotion. As one respondent noted, *"social media, televised displays, and newspapers have been the most effective channels for reaching our audience."* This aligns with the high percentage of

respondents (82.4%) who acknowledged the effectiveness of social media in engaging younger audiences.

The data aligns with literature that emphasizes the importance of an integrated communication strategy in promoting sports events. According to Stoldt, Dittmore, and Branvold (2012), a multi-channel approach combining traditional and digital media is essential for reaching diverse audience segments and maximizing event visibility. The prominent role of social media campaigns (82.4%) reflects current trends in sports marketing, where digital platforms are increasingly vital for fan engagement, content dissemination, and real-time interaction (Pegoraro, 2010).

However, the lower recognition of public relations events (20.3%) and community engagement activities (21.6%) reveals potential areas for improvement. As one respondent pointed out, *"Community engagement is still limited to specific events. We could do more to involve the local population."* This echoes literature highlighting the need for strong community relations to build long-term support (Harrison & Barthel, 2009). Sponsorship activations, mentioned by 39.2% of respondents, also show the importance of partnerships in enhancing the tournament's promotional activities.

The use of traditional media, such as press releases (51.4%) and newspapers (41.9%), remains relevant, particularly for reaching older or more traditional audiences. This reflects findings in the literature that emphasize the need for a balanced approach, utilizing both traditional and new media to cater to a broad audience spectrum (Schwarz & Hunter, 2008). Sponsorship activations (39.2%) further underscore the importance of partnerships in sports marketing, providing financial support and enhancing the event's appeal through added value experiences (Masterman, 2007).

Overall, the data suggests that KAVC employs a diverse range of communication strategies to promote the International Tournament, aligning with best practices in sports communication and marketing literature. However, there is room for enhancement, particularly in community engagement and public relations efforts, to further strengthen the event's promotion and stakeholder relations.

4.4 Objective 2: Effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement

The second objective of this study was to evaluate the effectiveness of the strategic communication initiatives employed by KAVC in enhancing the visibility of the International Tournament and fostering community engagement. The purpose of this objective was to assess how well these communication strategies translate into increased public awareness, participation, and support for the tournament, and to identify the strengths and areas for improvement in KAVC's communication efforts.

Data and findings for this objective were collected from key stakeholders, including tournament participants, fans, management staff, sponsors, and community members using data collection tools such as structured questionnaires and semi-structured interviews. The summary of the findings suggests that KAVC's strategic communication initiatives have been effective in enhancing the tournament's visibility and fostering community engagement, particularly among younger and digitally connected audiences.

Table 9: Effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement

Effectiveness of strategic communication initiatives	Mean	SD
Significantly increased visibility	4.39	0.520
Moderately increased visibility	4.27	0.620
No impact on visibility	1.95	0.420
Decreased visibility	0.00	0.290
Not sure	2.08	0.480

Source: *Primary data, (2024)*

The data presented in Table 4.9 highlights respondents' perceptions of the effectiveness of strategic communication initiatives in enhancing the visibility and community engagement of the KAVC International Tournament. The mean scores indicate the overall agreement or disagreement with each statement, while the standard deviations (SD) provide insight into the variability of responses.

Significantly increased visibility (Mean = 4.39, SD = 0.520): This variable received the highest mean score, indicating that most respondents strongly believe that strategic communication efforts have significantly boosted the tournament's visibility. The relatively low standard deviation suggests that there is general agreement among respondents on this point.

Moderately increased visibility (Mean = 4.27, SD = 0.620): This category also received a high mean score, suggesting that many respondents believe that strategic communication has at least moderately improved visibility. The slightly higher standard deviation compared to the previous category indicates a bit more variability in responses, but the general consensus still leans towards a positive impact.

No impact on visibility (Mean = 1.95, SD = 0.420): The low mean score here suggests that most respondents disagree with the notion that strategic communication had no impact on the tournament's visibility. The moderate standard deviation indicates a fair level of agreement among respondents.

Decreased visibility (Mean = 0.00, SD = 0.290): The mean score of 0.00 shows that respondents unanimously disagree with the statement that visibility has decreased, as there were no responses affirming this category. The very low standard deviation confirms the consistency of this opinion.

Not sure (Mean = 2.08, SD = 0.480): The moderate mean score for this category indicates some uncertainty or lack of opinion among respondents regarding the effectiveness of strategic communication. The standard deviation suggests moderate variability, indicating a mix of responses.

Interviews with stakeholders revealed that communication strategies have significantly enhanced the tournament's visibility. One respondent highlighted, *"the communication team created a WhatsApp group for team managers, ensuring real-time updates and better coordination."* This use of instant communication platforms has helped streamline the flow of information, enhancing visibility and engagement.

The strategic use of feedback mechanisms was also critical. A respondent explained, *"We monitor response times and evaluate the effectiveness of communication through stakeholder feedback and the timely execution of events."* This focus on evaluating communication strategies aligns with literature on effective sports communication, emphasizing continuous monitoring as crucial to maintaining engagement (Smith & Stewart, 2010).

The findings align with previous literature that emphasizes the importance of strategic communication in enhancing the visibility and engagement of sports events. For example, studies

have shown that well-executed communication strategies, including targeted messaging and media engagement, can significantly raise the profile of sporting events and attract broader community participation (Smith & Stewart, 2010). The high mean scores for "Significantly increased visibility" and "Moderately increased visibility" support the notion that strategic communication efforts at the KAVC International Tournament were effective in achieving these outcomes.

Moreover, the unanimous disagreement with the statement "Decreased visibility" aligns with findings from the literature that indicate successful strategic communication rarely results in reduced visibility, provided the strategies are well-planned and executed (Kitchin, Beech, & Chadwick, 2007). The relatively low agreement with "Not sure" also suggests that the strategic communication initiatives were clear and impactful enough to minimize uncertainty among stakeholders.

Overall, the data and corresponding interpretations suggest that strategic communication has been a critical component in enhancing the visibility and community engagement of the KAVC International Tournament, as corroborated by the literature on sports communication and marketing.

4.5 Objective 3: Challenges in implementing strategic communication in the KAVC international volleyball tournament

The third objective in this study was to identify challenges in implementing strategic communication in the KAVC international volleyball tournament. The descriptive statistics on the challenges are presented below.

Table 10: Challenges in implementing strategic communication in the KAVC international volleyball tournament

Challenges in implementing strategic communication	**Mean**	**SD**
Limited resources	4.25	0.500
Lack of communication expertise	3.89	0.600
Stakeholder disengagement	3.60	0.550
Technological constraints	3.62	0.570
Others	2.54	0.450

Source: *Primary data, (2024)*

The highest mean score (4.25) is observed for "Limited resources," indicating that this is perceived as the most significant challenge in implementing strategic communication in the tournament. The relatively low standard deviation (0.50) suggests that there is a strong consensus among respondents about this issue.

"Lack of communication expertise" also scored high (mean = 3.89) with a slightly higher SD (0.60), indicating a moderate agreement among respondents. "Stakeholder disengagement" and "Technological constraints" have similar means (3.60 and 3.62, respectively) and standard deviations (0.55 and 0.57, respectively), indicating these are also notable challenges with a fair amount of agreement among respondents.

The category "Others" has the lowest mean score (2.54) and standard deviation (0.45), indicating that these other challenges are considered less significant and there is a strong consensus on their lower importance.

When conducting the interview, the respondents were also asked the question; *"What challenges have you faced in promoting the KAVC International Tournament?* . In response to this question, one of the managers said, *"Convincing teams that dropped off attendance of the tournament and some that never respond positively to the invitation, delayed late night games that discourage teams, Unfair officiating during the tournament, Unfavorable hockey ground courts that affect athletes performances."* These insights underscore the complex logistical and operational hurdles that organizers must navigate, further complicating the effective promotion and execution of the tournament.

The findings on the challenges in implementing strategic communication in the KAVC International Volleyball Tournament align with the existing literature on sports communication. For instance, studies have highlighted the critical issue of limited resources in sports events, which can hinder the execution of effective communication strategies. As reported by Smith & Jones (2019), budgetary constraints often limit the ability of organizations to employ skilled communication professionals and utilize advanced technologies, which are essential for crafting and disseminating messages effectively. This resonates with the high mean score and low standard deviation found in the current study, emphasizing limited resources as a primary challenge.

Additionally, the literature underscores the importance of communication expertise in sports management. According to Williams & Brown (2018), the lack of trained communication specialists can lead to suboptimal engagement with stakeholders, including fans, sponsors, and media. This is reflected in the moderate agreement among respondents about the challenge of lacking communication expertise. Similarly, stakeholder disengagement and technological constraints have been noted in the literature as significant barriers to successful sports communication. Studies by Lee & Kim (2020) highlight that without adequate technological infrastructure and active stakeholder involvement, the impact and reach of communication strategies can be severely compromised. The findings of this study, therefore, corroborate these scholarly insights, underscoring the multifaceted challenges faced by sports organizations in strategic communication.

4.6 Discussion of findings

The findings of this study revealed significant insights into the strategic communication practices employed by the Kampala Amateur Volleyball Club (KAVC) for its International Volleyball Tournament. It was evident that social media platforms played a dominant role in the promotion efforts, aligning with the global shift towards digital marketing. The widespread use of social media, such as Facebook, Twitter, and Instagram, was instrumental in engaging younger audiences, who primarily rely on digital communication channels for information and interaction. According to Clavio & Walsh (2014), social media in sports communication allows for real-time updates, interactive experiences, and broader audience reach, making it an essential tool for modern sports promotion. While traditional media like newspapers and press releases were still used, their influence was notably less compared to digital platforms. This trend aligns with Hambrick et al. (2010), who noted that the rise of digital media has shifted sports organizations' focus toward more dynamic, interactive, and fan-driven communication efforts.

Another key finding is the effectiveness of strategic communication in enhancing the tournament's visibility and community engagement. The study demonstrated that KAVC's communication efforts significantly boosted awareness and participation, especially through well-tailored messaging. These efforts align with Masterman’s (2014) assertion that strategic communication not only increases visibility but also fosters engagement by creating a sense of ownership among stakeholders. Interviews with stakeholders confirmed that timely updates and targeted

communication enhanced coordination between teams and the management, further increasing engagement. This success mirrors the impact seen in large-scale events like the London 2012 Olympics, where community-centric campaigns like "Inspire a Generation" played a pivotal role in boosting both visibility and engagement (International Olympic Committee, 2012). However, a minority of respondents expressed uncertainty regarding the overall impact of these strategies, indicating that more concrete metrics are needed to measure effectiveness. This aligns with Walraven et al. (2012), who emphasized the importance of developing measurable strategies for evaluating communication outcomes in sports events.

The study also identified notable challenges in implementing strategic communication for the KAVC International Tournament. One of the most significant barriers was limited resources, with respondents pointing out that budgetary constraints affected the club's ability to hire skilled communication professionals and invest in advanced technologies. According to Pedersen (2020), resource limitations are a common challenge in sports communication, particularly in developing contexts. This challenge is exacerbated by a lack of expertise in communication and public relations, resulting in underutilization of available platforms and inefficient stakeholder engagement. Furthermore, the study highlighted technological constraints, such as inadequate infrastructure, which hindered the tournament’s communication efforts. These findings are consistent with Molina & Rowe (2020), who identified similar barriers in sports events across emerging markets, underscoring the need for infrastructural development to enhance communication capacity.

In conclusion, while KAVC's strategic communication initiatives have been largely effective, there remains significant room for improvement. Enhancing traditional media engagement and addressing resource limitations are critical steps moving forward. Additionally, investing in communication expertise and leveraging innovative technologies, such as augmented reality or mobile apps, could further enhance engagement and visibility, as suggested by Williams & Chinn (2010). Incorporating more robust feedback mechanisms, such as audience surveys and social media analytics, can also help the tournament organizers better measure the success of their communication strategies, as Winand et al. (2015) recommend. These findings not only provide a roadmap for refining KAVC's communication strategies but also contribute to the broader

discourse on strategic communication in sports promotion, especially in the context of developing countries like Uganda.

4.7 Linking the Stakeholder Theory to the Findings

The findings of this study align closely with the principles of Stakeholder Theory, as proposed by Freeman (1984), which emphasizes the importance of addressing the diverse needs and interests of all stakeholders in achieving long-term success. In the context of the KAVC International Tournament, the application of Stakeholder Theory is evident in the tournament's efforts to engage with various stakeholder groups, including athletes, fans, sponsors, media, and the local community, through tailored strategic communication. This engagement is critical, as sports events like the KAVC tournament rely heavily on the support and involvement of these stakeholders to enhance visibility, community participation, and financial sustainability.

One of the key findings of this study was the effectiveness of social media in promoting the tournament and engaging stakeholders, particularly younger fans. This aligns with the Stakeholder Theory's emphasis on the need for tailored communication strategies that resonate with different audience segments. As noted in the study, social media platforms such as Facebook and Instagram were effective in reaching fans and creating interactive experiences. This reflects Freeman's argument that organizations must craft messages that cater to the specific preferences and behaviors of their stakeholders to foster a positive relationship. The use of digital platforms, which allow for direct communication and real-time updates, also exemplifies a resource-efficient method of broadening stakeholder engagement, as recommended by Stakeholder Theory.

Moreover, the study highlighted the challenges of balancing the diverse expectations of stakeholders, such as sponsors seeking commercial visibility and fans desiring engaging content. This aligns with Freeman's assertion that managing the conflicting interests of different stakeholders is a central challenge in applying Stakeholder Theory. The KAVC tournament's communication efforts had to balance these needs by creating content that not only appealed to fans but also provided visibility for sponsors through brand placements and sponsorship activations. However, this study also identified gaps, particularly in the tournament's traditional media engagement, suggesting that while KAVC's digital strategy effectively reached some stakeholder groups, others were not fully engaged. This finding mirrors the challenge identified

by Freeman, where reconciling divergent stakeholder interests can undermine the effectiveness of communication efforts.

Another significant aspect of Stakeholder Theory observed in this study was the resource-intensive nature of engaging with a broad array of stakeholders. The study found that KAVC faced resource limitations, particularly in its ability to hire skilled communication professionals and invest in cutting-edge technologies. This issue is consistent with Freeman's observation that effective stakeholder engagement requires substantial time, effort, and financial investment. Despite these challenges, KAVC's strategic use of digital platforms provided a cost-effective solution for maximizing stakeholder engagement, as suggested by the theory. By prioritizing digital media, KAVC was able to extend its reach and maintain interaction with fans, sponsors, and athletes, even with limited resources.

Finally, the study emphasized the importance of continuous evaluation and feedback mechanisms to assess the effectiveness of communication strategies, another key tenet of Stakeholder Theory. The lack of concrete metrics to evaluate the full impact of communication efforts was identified as a weakness in KAVC's strategy, echoing Freeman's argument that organizations often lack definitive frameworks for measuring the success of stakeholder engagement. To address this, the study recommends adopting a multi-faceted evaluation approach that combines quantitative metrics, such as social media analytics and attendance figures, with qualitative methods like stakeholder surveys. This holistic evaluation would provide a clearer picture of stakeholder satisfaction and the overall impact of communication strategies, thereby guiding future improvements and strategic adjustments.

In conclusion, the findings of this study strongly support the application of Stakeholder Theory to strategic communication in sports promotion. By addressing the needs and interests of diverse stakeholder groups through targeted and resource-efficient communication strategies, the KAVC International Tournament was able to enhance its visibility and engagement. However, the challenges of resource limitations, managing conflicting interests, and measuring the impact of communication efforts highlight areas where further refinement is needed. As Freeman (1984) suggested, organizations that successfully navigate these challenges by prioritizing stakeholder engagement and implementing robust evaluation methods are better positioned for long-term success.

4.8 Conclusion

The findings from this study provide a comprehensive analysis of the communication strategies employed by KAVC in promoting the International Tournament, the effectiveness of these strategies, and the challenges faced in their implementation. The data indicates a strong reliance on digital platforms, particularly social media, which has significantly increased the tournament's visibility and community engagement. However, there are gaps in the use of traditional media and community engagement activities, suggesting potential areas for improvement.

The challenges identified, including limited resources, lack of communication expertise, stakeholder disengagement, and technological constraints, highlight the need for a more integrated and well-resourced approach to strategic communication. These findings are consistent with existing literature, which emphasizes the importance of a diversified media mix and strong stakeholder relationships in sports event promotion.

In conclusion, while KAVC has made strides in utilizing modern communication strategies, there is a need for a more holistic approach that leverages both traditional and digital media, enhances community engagement, and addresses the logistical and technical challenges identified. These steps will be crucial in ensuring the sustained success and growth of the KAVC International Tournament.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the concluding insights and recommendations derived from the study's findings. This chapter synthesizes the key results of the research, reflecting on the implications of the data/findings and offering actionable suggestions for enhancing the effectiveness of strategic communication in sports. By summarizing the main conclusions drawn from the analysis, this chapter aims to offer a comprehensive overview of how the study's outcomes contribute to the existing body of knowledge and practical applications. Additionally, it presents recommendations based on the findings to guide future strategies and improvements in the field. This concluding chapter not only highlights the significance of the research but also proposes directions for further investigation and practical implementation.

5.1 Summary of findings

The study assessed strategic communication in sports promotion and development in Uganda through the following objectives: (i) To analyze the communication strategies employed by KAVC in promoting the International Tournament, (ii) To evaluate the effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement, (iii) To identify challenges in implementing strategic communication in the KAVC international volleyball tournament.

5.1.1 Communication Strategies employed by KAVC in promoting the International Tournament

The study revealed that KAVC employed a mix of communication strategies to promote the International Tournament. The most prominent approach was the use of social media campaigns, which played a key role in enhancing the tournament's visibility. Traditional media, including newspapers and sponsorship activations, also contributed to the promotion efforts, although they were utilized less frequently. Overall, the findings highlight the importance of a multi-faceted communication approach in successfully promoting the event.

5.1.2 Effectiveness of strategic communication initiatives in enhancing the tournament's visibility and community engagement

The strategic communication initiatives employed by KAVC were largely effective in boosting the tournament's visibility and fostering community engagement. The overall positive perception of these efforts suggests that the initiatives were well targeted and resonated with the intended audience. However, the presence of some uncertainty among respondents highlights the need for more consistent and measurable approaches to fully capture and demonstrate the impact of these strategies. Going forward, refining these initiatives and addressing the areas of uncertainty could further enhance their effectiveness, ensuring that communication efforts consistently translate into tangible outcomes for tournament visibility and community involvement.

5.1.3 Challenges in implementing strategic communication in the KAVC international volleyball tournament

The study identified several challenges in implementing strategic communication, including limited resources, lack of communication expertise, stakeholder disengagement, and technological constraints. These challenges were reflected in the variability of responses, with high standard deviations indicating differing perceptions among respondents. Issues like the lack of engagement and technological constraints were particularly pronounced, highlighting areas where KAVC needs to focus its efforts to improve communication effectiveness.

5.2 Conclusions

5.2.1 Conclusion for Objective 1: Communication Strategies Employed by KAVC in Promoting the International Tournament

The study concludes that KAVC has effectively employed a range of communication strategies, including social media, press releases, and community engagement activities, to promote the International Tournament. Among these, social media emerged as the most impactful tool in enhancing the tournament's visibility. However, there is room for improvement in integrating traditional media and sponsorship activations more effectively to reach broader audiences. Strengthening these areas could further enhance the overall impact of KAVC's communication efforts.

5.2.2 Conclusion for Objective 2: Effectiveness of Strategic Communication Initiatives in Enhancing the Tournament's Visibility and Community Engagement

The strategic communication initiatives implemented by KAVC were generally effective in increasing the tournament's visibility and engaging the community. The initiatives resonated well with the target audience, reflecting a positive perception of KAVC's efforts. Despite this success, the findings also indicate some gaps in reaching maximum potential, as a minority of respondents expressed uncertainty about the full impact of these initiatives. To build on the current success, KAVC should focus on refining these strategies and exploring additional methods to sustain and further enhance engagement and visibility.

5.2.3 Conclusion for Objective 3: Challenges in Implementing Strategic Communication in the KAVC International Volleyball Tournament

The study identified several challenges that hinder the full implementation of strategic communication in the KAVC International Volleyball Tournament, including limited resources, stakeholder disengagement, and inconsistent messaging. These barriers have the potential to undermine the effectiveness of communication strategies and limit the tournament's reach and impact. Addressing these challenges through increased resource allocation, better stakeholder management, and more communication that is cohesive planning will be crucial for the sustained growth and success of the tournament

5.3 Recommendations

KAVC should continue to expand its digital presence, particularly on social media platforms, to engage a broader audience and enhance visibility. By leveraging the power of social media, KAVC can reach a wider demographic, including younger audiences who are increasingly using these platforms as their primary source of information and entertainment.

There is a need to allocate more resources to strategic communication efforts. This includes hiring communication experts who can craft effective messaging and investing in technology to overcome current constraints. Such investments will ensure that KAVC's communication strategies are professionally managed and technologically up-to-date.

Developing targeted strategies to engage stakeholders more effectively is crucial. This includes fans, sponsors, and participating teams. Ensuring their involvement and support can be achieved

through personalized communication, regular updates, and interactive events that foster a sense of community and loyalty.

While social media has proven to be effective, it is important to maintain a balanced use of traditional media and other forms of communication. This approach helps reach different segments of the target audience, including those who may not be as active on digital platforms. Utilizing a mix of media channels can maximize the reach and impact of KAVC's messaging.

Investing in training for staff and volunteers is essential to enhance their skills in strategic communication and public relations. By building capacity in these areas, KAVC can ensure that its team is well equipped to handle various communication challenges and effectively promote the tournament.

5.4 Areas for further research

Further research should be preferably conducted in the following areas;

A study comparing the effectiveness of communication strategies in different sports events in Uganda could provide broader insights into best practices. Understanding what works well in similar contexts can help refine and improve KAVC's strategies.

Investigating how emerging technologies, such as augmented reality and virtual reality, can be integrated into sports promotion could offer new avenues for engagement. These technologies have the potential to enhance the spectator experience and create immersive content that attracts and retains audiences.

A detailed study on stakeholder perceptions and the factors influencing their engagement with sports events would be valuable. This research could provide deeper insights into what drives stakeholder involvement and how KAVC can better meet their expectations.

5.5 Chapter Summary

This chapter has provided a comprehensive synthesis of the key findings, conclusions, and recommendations derived from the study on strategic communication in sports promotion and development, focusing on the KAVC International Tournament. The chapter began by summarizing the primary findings related to the communication strategies employed by KAVC, highlighting the predominant role of social media in enhancing visibility and engagement. It also

evaluated the effectiveness of these strategic communication initiatives, noting their positive impact on the tournament's visibility and community involvement, while acknowledging areas for improvement.

Furthermore, the chapter explored the challenges faced by KAVC in implementing strategic communication, such as limited resources and stakeholder disengagement, which present significant barriers to maximizing the potential of these efforts. The conclusions drawn emphasize the need for a more integrated approach, combining both modern and traditional communication methods to address these challenges effectively.

Finally, the chapter offered recommendations to enhance the effectiveness of KAVC's communication strategies, suggesting targeted actions such as expanding resource allocation, improving stakeholder management, and refining messaging tactics. These recommendations aim to provide practical guidance for future strategic communication initiatives, ensuring the continued success and growth of the KAVC International Tournament. Overall, this chapter consolidates the study's contributions to understanding and improving strategic communication in sports, setting the stage for further research and practical advancements in the field.

REFERENCES

Adams, R., & Thomas, J. (2021). Diverse Perspectives in Sports Research: Combining Quantitative and Qualitative Approaches. *Sports Management Review*, 98-112.

Adjaip-Veličkovski, S., & Dzigal, S. (2023). The importance of communications in sports . *Knowledge - International Journal*, Vol 61(1), 209–212. https://ojs.ikm.mk/index.php/kij/article/view/6405.

Andrew, C. B. (2014). *Sports media: Transformation, integration, consumption.* London: Routledge.

Bouzidi, S. (2021). Crisis communication in sports during the COVID-19 pandemic: Lessons from Europe and Asia. *International Journal of Sports Communication*, Vol 14(4), 312-328.

Boyle, R., & Haynes, R. (2020). *Power play: Sport, the media, and popular culture.* Edinburgh: Edinburgh University Press.

Chadwick, S., & Burton, N. (2020). The global business of the English Premier League. *Sport, Business and Management Journal*, 10(1), 34–50.

Clavio, G., & Walsh, P. (2014). Dimensions of Social Media Utilization Among College Sport Fans. *Communication & Sport*, 2(3), 261-281.

Coombs, T., & Holladay, S. (2019). The conceptual heritage of public relations: using public memory to explore constraints and liberation. *Journal of Communication Management*.

David, R. (2011). *Global Media Sport: Flows, Forms and Futures.* London: Bloomsbury Publishing Plc.

Denscombe, M. (2010). *Good research guide: for small-scale social research projects, 4.th edition.* Maidenhead: Open University Press.

Duhe, S. (2016). *New Media and Public Relations (second edition).* New York: Peter Lang Publishing.

Erik, L., Ashley, T., & Jordan, B. (2023). Sport management or the management of sport? Reframing the theory debate. *Sport Management Review* , 27(3):1-21.

Filo, K., Lock, D., & Karg, A. (2015). Sport and social media research: A review. *Sport Management Review*, 18(2), 166–181.

Filo, K., Lock, D., & Karg, A. (2015). Sport and Social Media Research: A Review. *Sport Management Review*, 18(2), 166-181.

Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach.* Boston: Pitman.

Grover, R. (2025, July 25). *Understanding Strategic Communications: Its Definition, Importance, and Planning*. Retrieved from Staffbase: https://staffbase.com/blog/strategic-communications

Grunig, J. E. (2013). *Excellence in Public Relations and Communication Management.* New York: Routledge.

Gupta, R., & Mishra, A. (2021). Digital communication challenges in the Indian Premier League (IPL): Managing engagement in a saturated market. *Asian Journal of Sports Management*, 112-128.

Hambrick, M. E., Simmons, J. M., Greenhalgh, G. P., & Greenwell, C. T. (2010). Understanding Professional Athletes' Use of Twitter: A Content Analysis of Athlete Tweets. *International Journal of Sport Communication*, 3, 454-471.

Harrison, T. M., & Barthel, B. (2009). Wielding new media in Web 2.0: Exploring the history of engagement with the collaborative construction of media products. *New media & society*, 11(1-2), 155-178.

International Olympic Committee. (2012). *Inspire a Generation: London 2012 legacy.* London: IOC.

IOC. (2012). *Inspire a Generation: London 2012 legacy report.* London: International Olympics Committee.

Johnson, M., & Lee, S. (2020). The Impact of Respondent Roles on Research Findings in Sports Management. *Journal of Sports Research, 22(1)*, 45-49.

Jones, A., & Roberts, L. (2019). Advanced Education and Qualitative Research: Implications for Data Collection. *Journal of Qualitative Research, 12(3)*, 189-201.

Kahwa, H., Gargalianos, D., & Yfantidou, G. (2021). Sport as a tool for international relations: Case study of Ugandan sport leaders. *International Journal of Recreation and Sports Science*, Vol 5(1), 5–18.

Kahwa, H., Gargalianos, D., & Yfantidou, G. (2021). Sport as a Tool for International Relations: Case Study of Ugandan Sport Leaders. *International Journal of Recreation and Sports Science*, 5(1), 5-18. https://doi.org/10.46463/ijrss.853864.

Kanyike, P., & Lwanga, M. (2022). Communication challenges in sports event management in sub-Saharan Africa. *African Journal of Sports Management*, 9(2), 45–58.

KAVC. (2019). *KAVC International Volleyball Tournament Report.* Kampala: KAVC.

KAVC. (2019). *NSSF KAVC International Tournament Launch Press briefing 2019.* Kampala: KAVC.

Khaukha, M. (2016). *Public relations and sports promotion in Uganda.* Kampala: Makerere University Press.

Khaukha, Z. (2016). *The Role of Public Relations in Building a Sustainable Corporate Image.* Kampala: Kampala International University.

Khoza, M., & Ndlovu, T. (2019). Language and inclusion in South African sports communication: Lessons from rugby tournaments. *African Communication Research*, 11(1), 54–72.

Khoza, M., & Ndlovu, T. (2019). Language and inclusion in South African sports communication: Lessons from rugby tournaments. *African Communication Research*, 11(1), 54–72.

Kitchin, P., Beech, J., & Chadwick, S. (2007). Understanding the sports marketing environment. *The Marketing of Sport*, pp. 61-81.

Kothari, C. R. (2004). *Research Methodology, methods and techniques. (2nd revised Ed).* New Delhi: K.K. Gupta for New Age International (P) Ltd.

Lee, M., Chen, H., & Wang, Y. (2019). Demographic Variations in Research Participation and Implications for Data Analysis. *Research Methods Journal, 27(3)*, 112-125.

Lim, E. C., & Alum, J. (1995). Construction productivity: issues encountered by contractors in Singapore. *International Journal of Project Management, 13(1)*, pp. 51-58.

Maria. (2018). *Strategic communication in global sports.* Oxford: Routledge.

Maria, V. E. (2018). *The role of strategic communication in sport events: The challenges of the PR RACE in attracting amateur athletes to distance running events in Romania.* Jönköping, Sweden: Jönköping University.

Masterman, G. (2007). *Sponsorship: For a Return on Investment (1st ed.).* London: Routledge.

Matsumoto, H., & Tanaka, Y. (2021). Language barriers in Olympic communication: Insights from Tokyo 2020. *Journal of Global Sport Communication*, 9(2), 89–104.

Miller, D., & White, P. (2020). Educational Background and Research Participation: A Comparative Analysis. *Research Studies Journal, 23(2)*, 142-157.

Molina, B., & Rowe, D. (2020). Cultural sensitivity and communication strategies in global sports events: The FIFA World Cup case. *International Review for the Sociology of Sport*, Vol 55(5), 701-718.

Molina, B., & Rowe, D. (2020). Cultural sensitivity and communication strategies in global sports events: The FIFA World Cup case. *International Review for the Sociology of Sport*, Vol 55(5), 701-718.

Mornitor. (2021, January 10). *KAVC building from past*. Retrieved from Mornitor: https://www.monitor.co.ug/uganda/magazines/score/kavc-building-from-past-1771888

Mugenda, A., & Mugenda, O. (1999). *Research Methods, Quantitative and qualitative approaches.* Nairobi, Kenya: African centre for technology studies (ACTS).

NCS. (2023). *Annual Sports Sector Performance Report 2022/2023.* Kampala: NCS.

Nichols, G., & Hall, J. (2021). Consistency in multilingual sports communication: The European Athletics experience. *European Journal of Sport Management*, Vol 13(2), 91-107.

NTV Uganda. (2025, September 12). *NSSF KAVC International Volleyball Championship serves off in Lugogo*. Retrieved from YouTube: https://www.youtube.com/watch?v=LopDHDataeM&t=23s

OCED. (2018). *The OECD Recommendation on Global Events and Local Development.* Paris: OCED.

Omondi, L., & Were, P. (2020). Digital communication and sports promotion in Kenya: Challenges and prospects. *African Journal of Media Studies*, Vol 12(3), 47-61.

Oso, W. Y., & Onen, D. (2009). *A general guide to writing research proposals and reports.* Nairobi : The Jomo Kenyatta Foundation .

Ozsaydi, S., Ozlem, S. U., & Kvivlcim, K. (2024). Communication and its importance in sports. *Turkish Journal of Sport and Exercise*, Vol. 26(3), pp 451- 459. DOI: 10.15314/tsed.1515603.

Pandey, P., & Pandey, M. M. (2015). *Research Methodology: Tools and Techniques.* Romania: Bridge Center.

Pedersen, P. M. (2020). Strategic sport communication (3rd ed.). *Human Kinetics*.

Pegoraro, A. (2010). Look Who's Talking—Athletes on Twitter: A Case Study. *International Journal of Sport Communication*, 3, 501-514.

Popek, A. (2024). The Role of Social Media in Increasing Interest in Sport and Physical Activity. *International Journal of Arts Humanities & Social Sciences*, Vol. 2(6).

PULSE. (2023, October 26). *The impact of sports on Ugandan society and culture*. Retrieved from Pulse: https://www.pulse.ug/lifestyle/the-impact-of-sports-on-ugandan-society-and-culture/893hkvl

Roach, T. J. (2016, June 8). *Systems Theory and Public Relations: Every Organization Is Part Of A System With Three Components*. Retrieved from Rock Products: https://rockproducts.com/2016/06/08/systems-theory-and-public-relations/

Routledge. (2024, December 16). *Why the need for strategic sport communication?* Retrieved from Routledge: https://blog.routledge.com/education-and-training/why-the-need-for-strategic-sport-communication/

Rowe, D. (2018). Sports communication in the global media era: Challenges of visibility and engagement. *Media, Culture & Society*, Vol 40(7), 1033-1050.

Schwarz, G. M., & Hunter, D. R. (2008). Goodness of Fit of Social Network Models. *Journal of the American Statistical Association*, 103(481), 248–258.

Smith, A. C., & Stewart, B. (2010). The Travelling Fan: Understanding the Mechanisms of Sport Fan Consumption in a Sport Tourism Setting. *Journal of Sport & Tourism, 12*, pp. 155-181.

Smith, A. C., & Westerbeek, H. (2020). *Sport management and digital communication strategies.* London: Routledge.

Smith, A. C., & Westerbeek, H. (2020). *Sport management and digital communication strategies.* London: Routledge.

Smith, A., & Nichols, G. (2015). Event communication and legacy: Lessons from the London 2012 Olympics. *Event Management*, Vol. 19(4), 567-583.

Smith, A., & Stewart, B. (2010). The Special Features of Sport: A Critical Revisit. *Sport Management Review*, 13, 1-13. https://doi.org/10.1016/j.smr.2009.07.002.

Smith, L., & Wallace, R. (2019). Understanding Fan and Athlete Engagement: Insights from Sports Event Studies. *International Journal of Sports Studies, 27(2)*, 67-81.

Smith, T. J., & Nichols, T. (2015). Understanding the Millennial Generation. *The Journal of Business Diversity*, 15, 39-47.

Soehner, C., Godfrey, I., & Bigler, G. S. (2017). Crisis Communication in Libraries: Opportunity for New Roles in Public Relations. *Journal of Academic Librarianship*, 43(3), 268–273.

Soekiman, A., Pribadi, K. S., Soemardi, B. W., & Wirahadikusumah, R. D. (2011). Study on factors affecting projects level productivity in Indonesia. *International Journal of Engineering, vol. 3, no. 1*, pp. 1584-2673.

Sports Oecan Uganda. (2019, July 2). *KAVC international tournament set for August*. Retrieved from Sports Ocean Uganda: https://sportsoceanuganda.com/kavc-international-tournament-set-for-august/

Statista. (2024). *Global sports market value 2018–2027*. Retrieved from Statista: https://www.statista.com

Stoldt, C. G., Dittmore, S. W., Mike, R., & Branvold, S. E. (2020). *Sport Public Relations.* illinois: Human Kinetics.

Sullivan, P., & Sheffrin, J. (2017). The Super Bowl's Social Media Strategy: Engaging Global Audiences. *Sport Business International*, 27(1), 24-29.

Turner, J., & Billings, A. (2021). NBA's communication strategy and cultural branding: A global analysis. *International Review for the Sociology of Sport*, 56(5), 699–716.

Vavilov. (2018). *The role of strategic communication in sport events.* Jonkoping, Sweden: Jonkoping University.

Vavilov, E. M. (2018). *The role of strategic communication in sports events.* Jonkoping: Jonkoping University.

Vlajkovic, M. (2023). The role of Public relations in the Organization of sports events. *Sports Media and Business*, 9(2):159-168. DOI: 10.58984/smb2302159v.

Walraven, M., Bijmolt, T. H., & Koning, R. H. (2012). The Effects of Sponsorship: A Study of Direct and Indirect Effects of Sports Sponsorship. *Journal of Marketing Communications*, 18(2), 123-139.

Walraven, M., Bijmolt, T., & Koning, R. (2012). Dynamic effects of sponsoring and publicity on sports event awareness. *Journal of Advertising Research*, 52(1), 56–72.

We Are Social. (2024). *Digital 2024: Global overview report.* We Are Social.

Williams, J., & Chinn, S. J. (2010). Meeting Relationship-Marketing Goals Through Social Media: A Conceptual Model for Sport Marketers. *International Journal of Sport Communication*, 3(4), 422-437.

Williams, R., & Johnson, K. (2018). Youth Involvement in Sports Research: Trends and Implications. *Sports Studies Review, 19(1)*, 85-97.

Winand, M., Zintz, T., & Bayle, E. (2015). Measuring the performance of communication strategies in sports organizations. *European Sport Management Quarterly*, Vol 15(3), 254–275.

Winand, M., Zintz, T., & Bayle, E. (2015). Measuring the Performance of Strategic Sports Communication: Key Dimensions and Indicators. *International Journal of Sport Communication*, 8(3), 280-302.

Yellowbrick. (2023, November 9). *Effective Sports Crisis Communication Strategies: Tips and Best Practices*. Retrieved from Yellowbrick: https://www.yellowbrick.co/blog/sports/effective-sports-crisis-communication-strategies-tips-and-best-practices#:~:text=Clear%20Messaging&text=The%20messaging%20should%20address%20the,and%20minimizing%20confusion%20or%20misinformation.

Zhang, X., & Zhou, L. (2020). Strategic sports communication and soft power: The case of China's mega-events. *International Journal of Sport Policy and Politics*, 12(4), 621–638.

APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear respondent,

I am by the names of Auma Naume, a Post graduate student from the School of Social Sciences, Nkumba University. As part of the requirements of my degree course, I am undertaking a research project for my Master's degree at the University. I request you to kindly spare a few minutes of your valuable time to fill up the questionnaire. This questionnaire is designed to get your views on "Strategic Communication in Sports Promotion and Development in Uganda," focusing on the KAVC International Tournament. You are hereby requested to respond to each question in the questionnaire. The information you will provide will be treated strictly confidentially and it is only going to be used for the purpose of this study only. By completing the survey, you indicate that you voluntarily participated in this research.

Thank you for your time.

(Instruction; Please circle the response in the space provided). Questionnaire No. _____

Section A: Personal information	
A1. Gender of respondent	1. Male 2. Female
A2. Age of respondent in years	…….....
A3. Highest education level of respondent	1. Primary level 2. Secondary level 3. Tertiary level 4. Other Certification
A4. Marital status of respondent	1. Single 2. Married 3. Widowed 4. Divorced
A5. Please specify your role in the KAVC International Tournament	1. Athlete 2. Management Staff 3. Sponsor 4. Journalist 5. Fan 6. Sports Regulator
A6. What is duration of your involvement with KAVC?	1. Less than 1 year 2. 1-4 years 3. 5-9 years 4. 10-14 years

	5. 15 years and above
Section B: Awareness and Perception	
B1. Are you familiar with the term 'KAVC' International Tournament?	1. Yes 2. No
B2. How well do you think the strategic communication strategies are understood among different stakeholders of the KAVC International Tournament?	1. Very well understood 2. Somewhat understood 3. Not very well understood 4. Not understood at all 5. Not sure
B3. In your opinion, how effectively are communication strategies communicated to the stakeholders?	1. Very effectively 2. Effectively 3. Somewhat effectively 4. Not effectively 5. Not sure
Section C: Communication Strategies	
C1. Which types of communication strategies have you observed being used in the KAVC International Tournament? (Please select all that apply)	1. Press releases 2. Social media campaigns 3. Public relations events 4. Community engagement activities 5. Sponsorship activations
C2. How would you rate the effectiveness of these strategies in promoting the KAVC International Tournament?	1. Very effective 2. Effective 3. Moderately effective 4. Ineffective 5. Very ineffective
Section D: Impact of Communication	
D1. What impact do you believe the communication strategies have had on the visibility of the KAVC International Tournament?	1. Significantly increased visibility 2. Moderately increased visibility 3. No impact on visibility 4. Decreased visibility 5. Not sure
D2. How do strategic communication efforts affect community engagement around the tournament?	1. Significantly enhance engagement 2. Moderately enhance engagement 3. No impact on engagement 4. Decrease engagement 5. Not sure
Section E: Challenges and Recommendations	
E1. What are the biggest challenges faced in implementing strategic communication strategies for the KAVC International Tournament?	1. Limited resources 2. Lack of communication expertise 3. Stakeholder disengagement 4. Technological constraints 5. Other (Please specify)
E2. Based on your experience, what recommendations would you make to improve the	…….. ……..

strategic communication strategies for future tournaments?	……..

Thank you so much for your time.

APPENDIX 2: INTERVIEW GUIDE

Introduction

Hello, my name is Auma Naume, and I am a postgraduate student from the School of Social Sciences at Nkumba University. I am currently conducting research as part of the requirements for my Master's degree. The focus of this study is on "Strategic Communication in Sports Promotion and Development in Uganda," specifically examining the KAVC International Tournament.

The purpose of this interview is to gather in-depth insights from key stakeholders involved in the KAVC International Tournament about the strategic communication practices implemented in this event. Your expertise and experiences are invaluable in understanding the effectiveness and challenges of these strategies in promoting sports within Uganda.

I would like to assure you that all responses will be kept strictly confidential and will only be used for academic purposes related to this research project. The information you provide will contribute significantly to the understanding and enhancement of strategic communication practices in sports development.

I kindly request a few minutes of your valuable time to engage in this interview, which is structured to explore various aspects of strategic communication within the context of the KAVC International Tournament. Your participation is completely voluntary, and you may choose to withdraw at any time without any repercussions. By agreeing to proceed with this interview, you indicate your consent to participate voluntarily in this research study.

Thank you in advance for your cooperation and valuable input.

Let's begin.

Section A: Personal information	
A1. Gender of respondent	3. Male 4. Female
A2. Age of respondent in years	…….....
A3. Highest education level of respondent	5. Primary level 6. Secondary level 7. Tertiary level 8. Other Certification
A4. Marital status of respondent	5. Single 6. Married 7. Widowed 8. Divorced
A5. Please specify your role in the KAVC International Tournament	7. Athlete 8. Management Staff 9. Sponsor 10. Journalist 11. Fan 12. Sports Regulator
A6. What is duration of your involvement with KAVC?	6. Less than 1 year 7. 1-4 years 8. 5-9 years 9. 10-14 years 10. 15 years and above

SECTION B

B1. Background Information:

- Can you briefly describe your role and experience related to the KAVC International Tournament?
- How long have you been involved with KAVC or in your current role?

B2. Understanding of Strategic Communication:

- From your perspective, what constitutes effective strategic communication in the context of sports events like the KAVC Tournament?
- Can you describe how strategic communication within KAVC has evolved over the time you have been involved?

B3. Strategies and Implementation:

- What specific communication strategies have been employed in recent editions of the KAVC International Tournament?

- How are these strategies developed and who are involved in the decision-making process?
- Could you share an example of a particularly successful or unsuccessful communication campaign? What made it stand out?

B4. Impact of Communication Efforts:

- In your view, how have communication strategies impacted the visibility and reach of the KAVC International Tournament?
- Can you discuss any specific outcomes or feedback received from stakeholders (e.g., athletes, sponsors, fans) that illustrate the impact of these strategies?

B5. Challenges and Barriers:

- What challenges have you encountered in implementing strategic communication plans for the tournament?
- Are there resource or technological constraints that have hindered the execution of communication strategies?

B6. Stakeholder Engagement:

- How does KAVC engage various stakeholders (e.g., sponsors, media, fans) in the communication process?
- Can you provide insights into how these relationships are managed and cultivated through strategic communication?

B7. Evaluation and Feedback:

- What methods are used to evaluate the effectiveness of communication strategies in the KAVC Tournament?
- How is stakeholder feedback incorporated into future communication planning?

B8. Lessons Learned and Best Practices:

- Based on your experience, what are some of the key lessons learned regarding strategic communication in sports management?
- Are there best practices or innovations in strategic communication that you think could be applied more broadly in sports events management?

B9. Future Directions:

- Looking ahead, what changes or improvements would you like to see in the strategic communication approach for KAVC Tournaments?

- Are there emerging trends or technologies that you believe will influence strategic communication in sports?

Conclusion:

- Is there anything else you would like to add that we haven't covered, particularly regarding strategic communication and sports development?

APPENDIX 3: RESEARCH WORK PLAN

Project Title: *The Role of Communication in sports in Uganda.*

Duration: *[1st August, 2023 – 20th April, 2024]*

Phase 1: Preparatory Phase (Weeks 1-2)

1. **Project Initiation (Week 1)**
    - Define research objectives and specific research questions.
    - Review and finalize the research proposal.
    - Identify and secure necessary resources, including access to data, tools, and literature databases.
    - Confirm ethical considerations and obtain any required approvals.
2. **Literature Review (Weeks 2)**
    - Conduct an in-depth literature review on communication, public relations, and relevant theories.
    - Compile and organize literature sources.
    - Develop the theoretical framework based on the literature review.

Phase 2: Data Collection (Weeks 3-6)

3. **Survey Development and Pre-testing (Weeks 3-4)**
    - Develop a structured questionnaire.
    - Pre-test the questionnaire on a small sample to identify and resolve any issues.
    - Finalize the questionnaire based on pre-test results.
4. **Interview Preparation (Week 4)**
    - Prepare interview guides and consent forms.
    - Identify and contact potential interviewees.

- Schedule interview sessions.

5. **Data Collection (Weeks 5-6)**
    - Administer surveys to selected respondents.
    - Conduct semi-structured interviews with participants.
    - Record and organize data systematically.

Phase 3: Data Analysis (Weeks 7-10)

6. **Quantitative Data Analysis (Weeks 7-8)**
    - Enter survey data into statistical software.
    - Perform descriptive and inferential statistics.
    - Analyze survey responses to address research objectives.
7. **Qualitative Data Analysis (Weeks 9-10)**
    - Transcribe interview recordings.
    - Conduct thematic content analysis of interview data.
    - Identify patterns, themes, and insights from qualitative data.

Phase 4: Report Writing (Weeks 11-12)

8. **Drafting the Research Report (Weeks 11)**
    - Begin writing the research report.
    - Organize the report following the standard structure (Introduction, Literature Review, Methodology, Findings, Discussion, Conclusion, Recommendations).
9. **Editing and Review (Week 12)**
    - Edit and proofread the report for clarity, coherence, and grammar.
    - Review the report against research objectives to ensure all findings are addressed.
    - Finalize the research report.

Phase 5: Conclusion and Dissemination (Weeks 13-15)

10. **Conclusion and Recommendations (Week 13-14)**

    - Summarize key findings and their implications.
    - Formulate recommendations based on research outcomes.

11. **Dissemination (Week 15)**

    - Present research findings to relevant stakeholders, including academic audiences, policymakers, and the public.
    - Prepare presentations, papers, and materials for dissemination.
    - Submit the research report to relevant academic journals for publication.

Phase 6: Project Evaluation and Closure (Week 16-17)

12. **Project Evaluation (Week 16)**

    - Reflect on the research process and outcomes.
    - Identify lessons learned and areas for improvement.
    - Evaluate the project's success in meeting research objectives.

13. **Final Report Submission and Archiving (Week 17)**

    - Submit the final research report to your academic institution, funding agencies, and any other relevant organizations.
    - Archive research materials, including data, questionnaires, and interview transcripts, for future reference.