



Developing a performance management toolkit for Botswana tennis clubs

Lobone Lloyd Kasale^a, Tapiwa Marobela-Masunga^b, Nonofu Othusitse^c and Moagi Mbise^a

^aUniversity of Botswana, Gaborone, Botswana. ^bDevelopment Department, International Tennis Federation, London, UK. ^cBotswana Accountancy College, Gaborone, Botswana.

ABSTRACT

Performance management facilitates the attainment of goals in sport organisations. tennis clubs should implement performance management practices to maximise their profit, improve their services delivery and stakeholder satisfaction. In Botswana, tennis does not have a large followership or high participation rate. Therefore, Botswana tennis Clubs could use performance management initiatives to improve their organisational practices, participation rates and profitability. Thus, the aim of this paper was to develop and propose a performance management toolkit for Botswana tennis clubs. The paper relied on a review of the Balanced Scorecard, the Performance Prism, and components of performance management. Based on the review, a performance management toolkit for Botswana tennis clubs was developed. The toolkit comprises of planning for the external environment, planning for the internal environment, implementation, and performance measurement. The toolkit recognises the cyclic nature of the performance management process therefore, the feedback and feedforward obtained from performance measurement are used to inform future performance management plans. This paper can benefit Botswana sport managers and help them to implement performance management practices. This paper can also contribute towards sport management research on performance management in sports clubs.

Key words: performance management, tennis, Botswana.

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Corresponding author: Lobone Lloyd Kasale, University of Botswana. Private Bag 0022. Gaborone, Botswana. Email: kasalel@ub.ac.bw

INTRODUCTION

There has been research interest on organisational performance, performance measurement and performance management among sport organisations over the last four decades (Bayle & Madella, 2002; Ćingiene, 2019; Diaz & Rossi, 2017; Frisby, 1986; O'Boyle & Hassan, 2014; Hulme et al., 2019; Omondi-Ochieng, 2018; Solntsev & Osokin, 2018). Much research attention was paid towards National Sport Organisations, their reliance on stakeholder resources, and how they measure and implement organisational performance. Furthermore, while for-profit sport organisations such as clubs and professional teams have also been studied, much of the attention was directed towards aspects of organisational performance such as financial performance (Omondi-Ochieng, 2019), managing quality (Zülch et al., 2020) and organisational effectiveness (Hulme et al., 2019). How clubs and teams manage their organisational performance can still be explored in research, to establish how they can optimally attain their purpose.

Sport clubs can be described as entities that provide recreational and elite sport opportunities and services to consumers for profit. With regards to tennis clubs, Plum et al., (2014) reported that they play an important role in



fostering and promoting healthy lifestyles among people in their communities. Their pursuit of profit maximisation and quality service delivery prompts them to pay attention to the efficiency and effectiveness of their processes and activities in the attainment of their goals. This can be achieved through performance management. However, tennis clubs are unique,

and they operate differently from mainstream organisations. For instance, As Zhang (2015) and Heere (2010) have noted the uniqueness of sport products, and that by merely adopting practices with a one size fits all approach may not be prudent for these organisations. Therefore, it is imperative that context specific and organisationally relevant performance management models are designed and implemented in tennis clubs.

Performance management is a process that provides a proactive closed loop control system, where strategies are deployed to all business processes and feedback is obtained through a performance measurement system to enable appropriate management decisions (Bititci et al., 1997). Performance management can be regarded from different perspectives including a human resource (Byers et al., 2012; McLean, 2016), a system resource (Chelladurai et al., 1987; Winand et al., 2010), or even a strategy, structure, or an organisational culture perspective. In this study, it is regarded as a strategy and operations issue that considers the use of resources and the efficiency and effectiveness of activities and processes in the attainment of organisational goals and objectives (Ferreira & Otley, 2009). This perspective describes how organisations can engage active measurement, management, and continuous improvement of their processes and activities in the attainment of their organisational goals (Bititci et al., 2013; Pavlov et al., 2017).

It should be noted that performance management models, systems, and frameworks have been designed and implemented over time (Bititci et al., 2013; Ferreira & Otley, 2009; Kasale et al., 2018). These models, systems, and frameworks are management control systems that track the use of organisational resources, and the efficiency and effectiveness of processes and activities in the attainment of organisational goals and objectives (Chelladurai et al., 1987; Winand et al., 2010). These management control systems rely on performance measurement and feedback to improve future performance cycles (Bititci et al., 1997; Kaplan & Norton, 1996; Ferreira & Otley, 2009). For instance, performance management models such as Total Quality Management (TQM), Six-Sigma, Lean Manufacturing, Balanced Scorecard and Performance Prism monitor the efficiency and effectiveness of organisational processes and the attainment of goals and objectives in different industries. While much of these models have been used in a myriad of organisations, Kasale et al., (2018) have noted the importance of developing performance management models that account for the influence of their environments, the uniqueness of sport organisations and their operating systems. Therefore, it becomes essential to develop performance management toolkits that improve the efficiency and effectiveness of organisational processes, leading to the attainment of the goals of tennis clubs.

The aim of this study is to develop a context specific and organisationally relevant performance management toolkit for Botswana tennis clubs that will help them ensure quality service delivery and the fulfilment of their purpose. Using performance management toolkits may facilitate sustainability and profitability in tennis clubs, enhancing stakeholder confidence and their overall organisational performance. This study will provide knowledge on performance management in tennis clubs and to initiate dialogue on effective performance management endeavours for these organisations. Additionally, this study will inform sport managers on ways to engage comprehensive, robust,



and coherent performance management systems in their tennis clubs.

TENNIS CLUBS IN BOTSWANA AND PERFORMANCE MANAGEMENT

The sport of tennis has been in existence in Botswana before the country gained independence in 1966. Bechuanaland Lawn Tennis Association was one of the first two sport organisations to affiliate to Botswana National Sports Council when it was formed in 1965 (Botswana National Sports Council Handbook, 2010). Tennis was played by Botswana authorities in recreational clubs when the administrative capital of Botswana was in Mahikeng, in South Africa, a country that administered a system of apartheid (Hudson, 2018). According to Hudson (2018), Notwane Tennis Club, was the first tennis club to be established in Botswana with the aim of creating an all-inclusive tennis club that welcomed people of all races. Notwane Tennis Club eventually led to the establishment of Botswana Tennis Association and the subsequent growth of the sport in the country (Hudson, 2018). To date, there are around nine (9) active tennis clubs in Botswana. While tennis as a sport has a history of over 50 years, it has not gained much prominence in terms of a large followership, nor a high rate of participation, with 0.24% of the population playing tennis as of 2019 (ITF Global tennis report, 2019). In addition, the performance of the national teams and elite athletes at international competitions such as the All-Africa Games remains below par, and Botswana tennis players are yet to make a grand slam appearance. To that end, tennis clubs in Botswana may need to implement performance management systems that would ensure that they increase their fan base, participation rates, membership, and their capacity to meet the needs of their stakeholders while remaining profitable.

With regards performance management in Botswana, different forms of Performance Management Systems (PMS) were introduced to improve productivity and service delivery among different sectors of the Public Service since the 1990s (Bulawa, 2011; Mosware 2011). While these initiatives helped the public service to improve their service delivery systems, they may have permeated into organisational practices of other industry sectors in Botswana. For instance, many volunteers who administer sport in National Sport Organisations and clubs are members of Botswana public service. Kasale et al. (2019), argues that these volunteers would have been exposed to performance management practices in their workplace, and may consequently adopt and implement these practices in the National Sport Organisations and clubs that they administer. Therefore, performance management may not be new to sport administrators in Botswana tennis clubs. Thus, a performance management tool kit may be useful for Botswana tennis clubs.

METHODOLOGY

Developing a performance management toolkit for Botswana tennis clubs relied on a review of the Balanced Scorecard, the Performance Prism, components of a Performance Management model as outlined by Otley (1999), Ferreira and Otley (2009) and Bayle and Robinson, (2007). In addition, performance management model developed and proposed for National Sport Organisations by Kasale et al., (2018) was also reviewed. A review of the Balanced

Scorecard and the Performance Prism revealed that the satisfaction of customers, stakeholder contribution, organisational processes, competencies, profits, growth, increasing shareholder value and the ability to improve are essential components in performance management (Kaplan & Norton, 1996). Ferreira and Otley (2009) and Otley (1999) stated that the vision and mission of the organisation, its structure, strategic plans, key performance indicators, targets, evaluation processes, rewards, feedback, feedforward, learning curve, environmental influences and the interdependence of the organisation’s operating system all played a role in performance management. Bayle and Robinson (2007) and Kasale et al. (2018) noted the importance of developing performance management models that account for the uniqueness of sport organisations. Moreover, Kasale et al. (2018) proposed a holistic model for performance management that accounts for the influence of the external and internal environments, uniqueness of the context of sport organisations as well as the interdependence of its operating system.

Based on the review of the Balanced Scorecard (Kaplan & Norton, 1996), the Performance Prism, (Neely et al., 2001) essential components of performance management (Ferreira & Otley, 2009; Otley, 1999) and requirements of performance management to a sport organisation (Bayle & Robinson, 2007; Kasale et al., 2018) a performance management toolkit for Botswana tennis clubs is developed. The toolkit is based on components of a Performance Management Toolkit as illustrated in Figure 1.

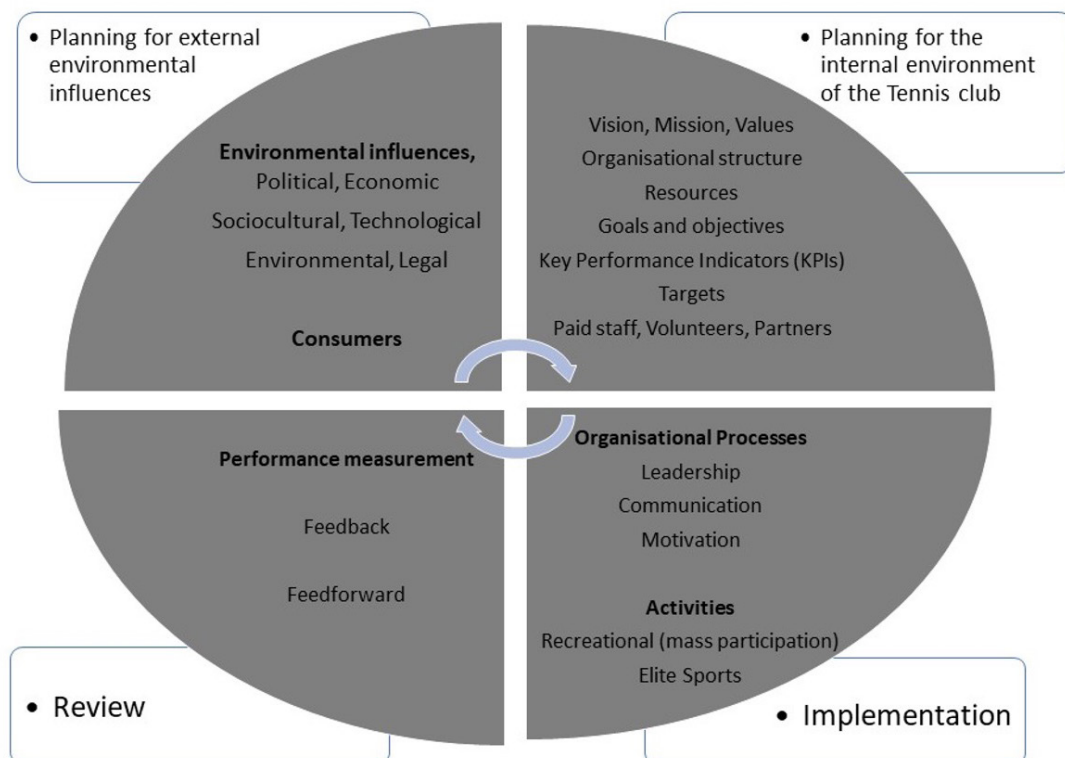


Figure 1. Components of a performance management toolkit.

Based on the components of a performance management toolkit as illustrated above, a performance management toolkit for Botswana tennis clubs was developed and is presented in the results section.

RESULTS AND DISCUSSIONS

Based on the components of the performance management toolkit illustrated in Figure 1, the Performance Management Toolkit for Botswana tennis clubs was developed.

The Performance Management Toolkit for Botswana tennis clubs is herein proposed and presented in Figure 2.

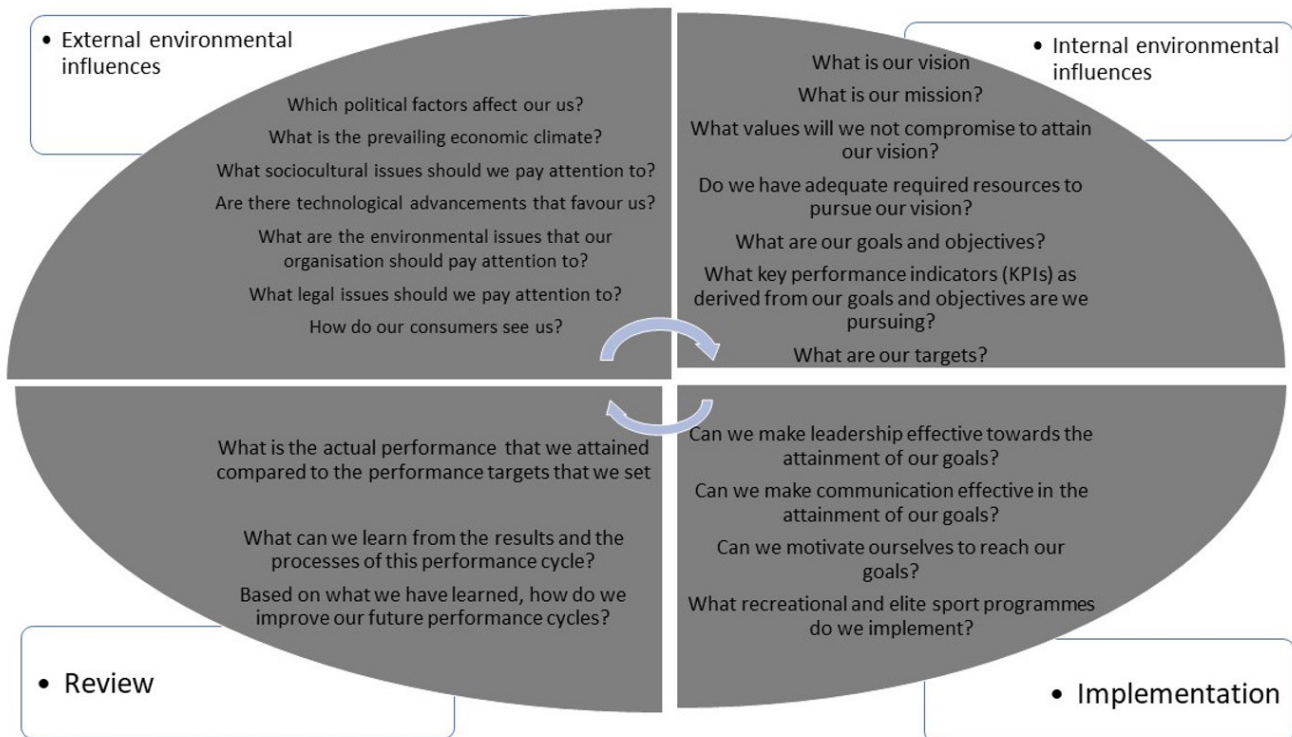


Figure 2. Performance Management Toolkit for Botswana tennis clubs.

Figure 2 illustrates that the performance management toolkit comprises of the external environmental influences, the internal environmental influences, implementation, and review. The arrows in the middle of the Figure 2 illustrate that performance management is a cyclic process that starts with planning for the external environment, planning for the internal environment, the implementation of the plan, the review of the process through performance measurement the use of feedback and feedforward to learn from the process and prepare for future performance cycles (Ferreira & Otley, 2009; Kaplan & Norton, 1996; Kasale et al., 2018; Otley 1999). Thus after the review, the process goes back to planning.

The external environmental influences

It is important to note that the external environment of a tennis club is dynamic, and it evolves and changes over time (Melnyk et al., 2014). Therefore, sport organisations such as a tennis club should adequately plan and adapt to changes in their external environment (Kasale et al., 2018). This can be achieved through scanning the environment where the tennis club exists to establish political, economic, sociocultural, technological, environmental, and legal factors and how they can potentially affect how the tennis club operates (Ferreira & Otley, 2009; Kasale et al., 2018).

Political factors are external to the tennis club but have the capacity to influence its functions and operations (Robinson, 2010). Political factors comprise of a framework of rules and regulations that affect how a tennis club operate. These include laws, rules, regulations, and statutes that govern sport in Botswana such as the Botswana National Sport Commission Act, the National Sport and Recreation Policy, and the Olympic Charter. Botswana tennis clubs should observe these political instruments, and this may implicate their processes and activities (Kasale et al., 2019; Robinson, 2010). Therefore, there is need for Botswana tennis clubs to ask and answer questions that include what is the prevailing political environment? Does the political environment favour our club? Which specific political factors affect our organisation. With regards to the economic environment, the prevailing economic environment can to a large extent affect how a tennis club operates. For instance, an economic recession can affect the amount of sponsorship that corporate partners can make available to a club. Thus, sport organisations should account for the dynamics of the economic environment and need to adapt to the prevailing conditions to succeed (O'Boyle & Bradbury, 2017). Therefore, Botswana tennis clubs should ask questions that include what is the prevailing economic condition? and how does it affect our club? Specifically, what are the economic factors that affect our operations as tennis clubs.

Socio-cultural factors play an important role in the type of services that sport organisations offer, and hence these organisations should pay attention to them (Robinson, 2010; O'Boyle & Bradbury, 2017). For instance, the demographic characteristics of a community in which a tennis club exists including population trends, age and income distribution can affect the type of programmes that a tennis club implements. Therefore, a tennis club should ask and answer the question which socio-cultural issues should we pay attention to? On technological factors, it is important to note that technological advancements have a way of affecting how organisation implements their operations. Organisations have taken advantage of technology and innovations to improve the efficiency and effectiveness of their processes (Blakey, 2011; O'Boyle & Bradbury, 2017). However, these advancements can also be inhibitors. It is therefore essential for tennis clubs to ask and answer questions such as what are the prevailing advancements in technology and innovations? To what extent do the technological advancements favour our tennis club? How can we use technological advancements and innovations to optimise our processes?

Environmental issues and environmental sustainability have gained prominence as the world has moved towards the sustainability of the planet over the last few years. There is need for nations to comply with environmental and ecological targets around climate change, carbon footprint, pollution, transportation, and energy. Therefore, Botswana tennis clubs should account for environmental issues by asking and answering the questions that include What are the environmental sustainability and ecological targets that Botswana has set? How do these targets affect our organisation? What environmental issues should we pay attention to? On legal factors, it is important to note that there are many legal issues that are prevalent in the sport sector (Robinson, 2010; O'Boyle & Bradbury, 2017). These include discrimination, match fixing, doping, and corruption. It is important for tennis clubs to account for these issues by asking and answering questions that include: What are the legal issues that our clubs face? What legal issues should we particularly pay attention to?

External environmental issues including political, economic, socio-cultural, technological, environmental, and legal factors are important because they describe changes in the environment. It is important to highlight that a tennis club does not have any control over these influences. However, the ability of tennis clubs to respond to these environmental influences will to a large extent influence how they implement their performance management initiatives (Kasale et al., 2018).

Another key factor of the external environment is consumers including the customers and clients that consume the services that are offered by the tennis club. According to Kaplan and Norton, (1992) it is important to ask the question how do our customers and clients view us? Answering this question will ensure that a good relationship is created between the tennis club and the consumers. This ensures that consumers continue to benefit from the services offered by the tennis club thereby ensuring the profitability of the club over a longer term.

The internal environmental influences

The internal environment of the tennis club comprises vision, mission, values, organisational structural design characteristics, resources available, goals and objectives,

key performance indicators (KPIs) targets, individuals within tennis clubs including paid staff members, volunteers, and partners. It is important for a tennis club to ensure that their internal environment is arranged in an effective way to respond to the dynamic external environment so that they may achieve good performance (Ferreira & Otley, 2009; Kasale et al., 2018).

The vision, mission and values are important in performance management because they spell out the strategic plan that a tennis club wants to attain (Ferreira & Otley, 2009; Kasale et al., 2018). Therefore, questions that include What do we want to achieve? How will we achieve our big picture? What values will we not compromise to attain our big picture? should be asked and answered by the tennis club. Based on the vision, mission and values of the tennis club, organisational goals and objectives are set. Based on the set goals and objectives, the Key Performance Indicators (KPIs) are developed (Ferreira & Otley, 2009; Kasale et al., 2018). Key performance indicators are critical success factors that the tennis club aims to achieve (Bititci et al., 1997; Ferreira & Otley, 2009). Based on the Key Performance Indicators, targets are drawn to elaborate on what should be achieved. These targets are used to measure performance (Ferreira & Otley, 2009). Kasale et al. (2018) notes the need to consider resources when goals, objectives, Key Performance Indicators, and targets are developed. Because in most cases clubs in developing countries have resource constraints, questions that should be asked and answered include do we have enough resources for what we want to achieve? How can we utilise resources at our disposal optimally to attain our goals? Furthermore, Ferreira and Otley (2009) highlighted the importance for all members within the tennis club to have a common understanding of the goals, objectives, Key Performance Indicators, and targets. This makes for united effort in attaining the vision and mission of the tennis club and, hence improving the overall organisational performance.

It is important to account for the organisational structure of the tennis club to ensure that it allows for efficiency and effectiveness (Parent et al., 2018; Perck et al., 2016). The structural arrangement of a tennis club involves the specialisation of tasks, the centralisation of decision making, and standardisation/ formalisation of the rules and regulations within tennis club (Parent et al., 2018). The tennis club should ask and answer the questions to what extent is our organisational structure suitable for our purpose? How does our organisational structure affect our efficiency and effectiveness to attain goals?

Individuals within a tennis club comprise paid staff, volunteers, and partners. Each of them should perform specific roles that make the club successful in its endeavours. However, it should be noted that most times individuals within these clubs are volunteers therefore, it may be difficult to expect them to perform at certain levels without rewards. Notwithstanding, a tennis club relies on these individuals to facilitate organisational processes and activities to ensure the attainment of the purpose of the club, and stakeholder satisfaction. Therefore, it is important for a tennis club to ask and answer questions that include, who are individuals within our club? What roles do they play in the club? What issues regarding individuals within the club should we pay attention to?

Planning for the internal environment includes accounting for the vision, mission, values, organisational structural design, resources, goals and objectives, key performance

indicators, targets and individuals within the club should prepare the tennis club for a performance management cycle. To implement a performance management cycle, it is important for the tennis club to consider how they implement organisational processes and activities.

Implementation

It has been stated that sport organisations are unique, and their unique characteristics may lead to them implementing their organisational processes differently from mainstream organisations. Nonetheless, tennis clubs should be cognisant of, and pay particular attention to how they implement processes that include leadership, communication, and motivation. These organisational processes are essential to a tennis club and should be implemented effectively for gainful results. Leadership serves to provide guidance to a sport organisation's processes (Arnold et al., 2012). Communication serves as a channel to provide a common understanding of what is to be achieved within the organisation (Ferreira & Otley, 2009). Motivation ensures that individuals are driven to pursue the goals and objectives of the tennis club. Kasale et al. (2018) and Bayle and Robinson (2007) have also highlighted that there is need for sport organisations to facilitate an environment that support organisational performance to effectively implement the process. Therefore, tennis clubs should ask and answer the question what issues regarding our organisational processes should we pay attention to? Do the prevailing practices on leadership, communication and motivation serve our efforts to attain high performance?

Regarding activities, tennis clubs facilitate mass participation or recreational and elite sport programmes. They should ensure that they develop and implement programmes to effectively satisfy their consumers and build lasting relationship that foster the sustainability and profitability of the tennis club. Therefore, the tennis club should ask and answer the question, what issues should we pay attention to with regards to our recreational and elite sport activities?

Review

A performance cycle should be reviewed at its end. Ordinarily this will be in line with the duration stipulated in the goals and objectives. A performance cycle is reviewed through a performance measurement process (Bititci et al., 1997; Ferreira & Otley, 2009). This process entails measuring or comparing the difference between envisaged performance or the targets set against the actual performance attained (Ferreira & Otley, 2009). The results obtained from this performance measurement process serve as feedback or feedforward (Kasale et al., 2018). Feedback is used to inform stakeholders and individuals within the tennis club on what was achieved and how it was achieved. On the other hand, feedforward provides details of what is learned from the performance cycle and ways in which the tennis club can improve its efficiency and effectiveness. Therefore, when facilitating the review process, the tennis club should ask and answer the questions what did we achieve against the goals and targets that we set? What can we learn from the performance cycle to improve and optimise future performance cycles?

CONCLUSIONS AND FURTHER RESEARCH

The goal of this research endeavour was to develop a performance management toolkit for tennis clubs. This entailed reviewing the Balanced Scorecard, the Performance Prism, components of Performance Management (Otley (1999, Ferreira & Otley, 2009; Bayle & Robinson, 2007) and the Holistic Model for Performance Management of National Sport Organisations (Kasale et al., 2018). Based on this review exercise, a performance management toolkit for Botswana tennis clubs was developed and proposed. The toolkit comprises of a cyclic process that begins with planning for the external environment, followed by planning for the internal environment, then the implementation, followed by a review exercise. The review facilitates feedback and feedforward processes that initiate another performance cycle. This performance management toolkit was developed from literature and has not been tested. Thus, further research could consider testing this performance management toolkit to scrutinise the suppositions made from literature. Additionally, it is envisaged that this paper will initiate further research into how the efficiency and effectiveness of tennis clubs can be optimised and improved to foster their sustainability.

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