



STRATEGIC PLAN
2022 - 2027
KENYA
PREMIER
LEAGUE

IT'S ALL
ABOUT
THE YOUTH &
COMMUNITY



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1. EXECUTIVE SUMMARY

1.1 COMMERCIAL DIRECTOR

On 3 November 2021, I was appointed Commercial Director of Kenya Premier League Limited (the “KPL”) (the “Kenya Premier League”).

The appointment was a great honour for me because I remember as far back as 2009, when Harambee stars were ranked 68 (by FIFA), KPL was a respectable brand ambassador for Kenya Sports across the continent of Africa; I was especially impressed by the professionalism, passion and dedication of the players, managers, referees, fans and press who all demonstrated a genuine love and passion for the game.

Unfortunately, Football in Kenya has seen a decline since 2017 and especially over the past 24 months - we have witnessed how Covid-19 has made business difficult for KPL, its Member Clubs, the Players and the Fans. For many, Football provides escapism and enjoyment during hard times. The game empowers young people – by promoting health, well-being and the power of teamwork; Football is also an important socio-economic activity not just for entertainment but for education and development of life skills.

1.2 RE-STRUCTURING

A well-run League has well run Clubs – that’s why this strategic plan (as outlined in this document) puts forward Four Key Objectives to lay the foundations for football business to grow and develop.

Our Member Clubs will be guided on the best business models to attract capital (and strategic) investment partners from private sector to build and operate the necessary football infrastructure, talent, organization and management of professional Football Clubs.



Image: Taiwo Atieno, Commercial Director of KPL (left) and Jack Oguda, CEO of KPL (right) during press conference at Serena hotel November 2021

1.3 RE-BRANDING

Our goal is to build the best stage that hosts the most competitive and compelling matches on the continent of Africa. A strong reputation and clear brand identity is vital to enable us to achieve this objective. It is the responsibility of KPL and its Member Clubs to make sure we have a clear brand structure and narrative so that the integrity of the game is kept at the highest standard. This will increase the trust and confidence placed in us by the Fans, Sponsors and other Stakeholders.

We will work to empower our Member Clubs to play a bigger role in their Communities; such as job creation, youth development and training so more young people can gain work opportunities in Professional Football and Sports. This will build the best structures to deliver a continuous supply of talent for the Professional Game (Member Clubs) and National Game (Harambee Stars).

2. ORGANISATION

2.1 HOW THE KENYA PREMIER LEAGUE WAS ORGANISED

Over the past 19 years the Kenya Premier League Limited has worked as the organising body of the Kenya Premier League with responsibility for the Competition, its Rule Book and the centralised broadcast and other commercial rights.

However, the Kenya Premier League does not operate in isolation. The KPL works proactively and constructively with our Member Clubs and the other football authorities to improve the quality of football in Kenya.

2.2 THE MEMBER CLUBS

The Kenya Premier League Limited was incorporated in 2003 under the Companies Act, Republic of Kenya.

- The Kenya Premier League is a private company by share guarantee and is wholly owned by its 18 Member Clubs who participate in the Premier League at any one time.
- Each individual Member Club is independently run and owned, working within the rules of football, as defined by the Kenya Premier League, FKF, CAF (Confederation of African Football) and FIFA, as well as being subject to the laws of the Republic of Kenya, East African Community and African Union.
- Each Member Club is entitled to one vote and all rule changes and major commercial contracts require the support of at least a two-thirds vote, or 12 clubs, to be agreed.

- The KPL has served the Professional Game in Kenya for 19 years and is affiliated to the Football Kenya Federation (FKF), which was a FIFA member organisation that governed the National Game in Kenya.
- FKF is also a Special shareholder in KPL and was a voting member of the KPL Board of Directors.

2.3 LEAGUE POLICY

Consultation is at the heart of the KPL and Shareholder meetings are the ultimate decision-making forum for Kenya Premier League policy. They will be held at regular intervals during the course of the season.

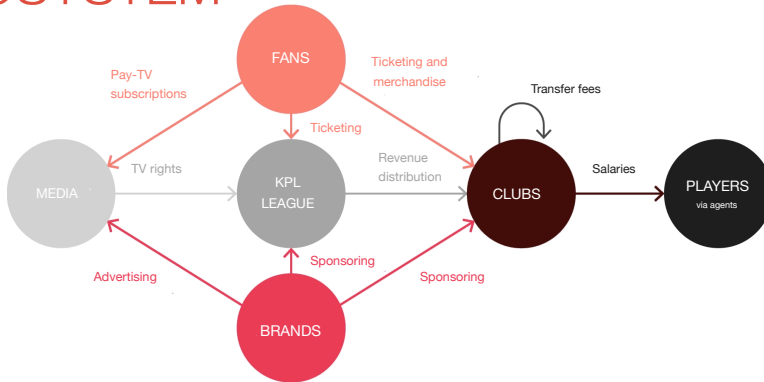
The KPL Annual General Meeting (AGM) took place at the close of each season, at which time the relegated clubs transferred their shares to the clubs promoted into the Kenya Premier League from the National League.

Member Clubs have the opportunity to propose new rules or amendments at the Shareholder meeting.

KENYA PREMIER LEAGUE MEMBERS



FOOTBALL ECOSYSTEM



Football Market



The European football market is now worth a record **£21.9bn**

The global sports market has an estimated worth of **\$600bn - \$700bn**

E-sports estimated to be worth **\$1.5bn** by 2020

UEFA will commit **50%** more funding to women's football from 2020

1.7m people in the EU work in sport
55% MEN **45% WOMEN**

74.5m tickets were sold for UK professional sports events in 2017

69,000 sports coaches, instructors and officials are operating in the UK

Nearly **450,000** people in the UK are employed in sport

MOST EXPENSIVE AFRICAN TRANSFERS OF ALL TIME

1. VICTOR OSIMHEN

Lille to Napoli, 2020 — **\$96m**

2. NICOLAS PEPE

Lille to Arsenal, 2019 — **\$94m**

3. CEDRIC BAKAMBU

Villarreal to Beijing Guoan, 2018 — **\$83m**

4. RIYAD MAHREZ

Leicester City to Man City, 2018 — **\$76m**

5. P-E AUBAMEYANG

Dortmund to Arsenal, 2018 — **\$71m**

6. NABY KEITA

Leipzig to Liverpool, 2018 — **\$64m**

7. ACHRAF HAKIMI

Real Madrid to Inter Milan, 2020 — **\$53m**

8. MO SALA

Roma to Liverpool, 2017 — **\$44.5m**

9. HAKIM ZIYECH

Ajax to Chelsea, 2020 — **\$43.5m**

10. SADIO MANE

Southampton to Liverpool, 2016 — **\$42.5m**

TOTAL: \$667.5m

Between 2016 and 2022

3. STRATEGIC PLAN

3.1 GOALS

To take KPL Member Clubs to a greater standard of professionalism, corporate governance and financial sustainability.

3.2 COMMUNITY

- Football is **ALL ABOUT YOUTH**. Whether it's the Fans, Sponsors or Spectators everyone wants to watch fantastic young players and exciting matches.
- This strategic plan aims to build around the Youth and Community. It is NOT intended to be a grand mission statement or a farsighted vision for football in Kenya. It is a plan to focus the KPL work to ensure Member Clubs can promote the Professional game around Kenya and build strong fan bases by implementing common sense corporate governance and become financially sustainable in the short, medium and long term.

3.4 KEY OBJECTIVES

The four (4) key objectives in this plan demonstrate our determination to rebuild the foundations of the Professional game and address key issues, such as:

1. **GRASS ROOTS** – the KPL will implement a robust grassroots football programme with qualifying primary/secondary schools to create positive and lasting sporting, health and education outcomes for children, adults and the wider community.
2. **FOOTBALL BUSINESS ACADEMY** – the KPL will build an academy with educational resources to develop skills and capacity in those wanting to learn all the variables of running a Professional Football Club, League and National Association.

3. **CLUB STRUCTURES** – the KPL will guide Member Clubs on the best legal structure to ensure Member Clubs are operating within the best corporate governance practices. This will give Member Clubs the best opportunity to attract capital and strategic investors. The KPL will also work with Member Clubs, Local & National Government and Private Sector Investors to identify sites for new football facilities and Stadia. We want to get more teams operating outside of Nairobi county in order to promote football and youth empowerment in line with the 2010 Constitution.

4. **MULTI-SPORTS DIVISION** – the KPL will implement a new division that offers more opportunities for Member Clubs to build facilities for young people to play more professional sports, attract more fans, sponsors and generally build a wider sporting experience for all spectators and participants in Kenya. This is also in line with the 2010 Constitution.

3.5 PRIVATE SECTOR

- Our objectives remain to bring all parts of the Professional game (KPL) and National game (Harambee Stars) even closer together to inspire the Nation. Football has a unique ability to unite all parts of society - If you just cast your mind back to Egypt Afcon 2019, although Kenya did not get as far as we all wished, we at least came together as a nation. We need more of these moments.
- But we cannot do it alone. We need the Private Sector to get involved and play its part. Using grass roots programmes as the catalyst, we can achieve our objectives, to more youth playing competitive sports, by building more Youth Development & Training Facilities/Stadia in the County, where large communities reside. This will help drive domestic tourism and economic growth post Covid-19. In short we have to build the jobs in Football that young people want and need now and tomorrow.

BENEFITS FOR KPL MEMBER CLUBS



BUILDING STRUCTURES

- YOUTH DEVELOPMENT & TRAINING FACILITIES
- STADIUM
- OTHER FACILITIES



NETWORK

- PRESENCE AND RECOGNITION WORLD-WIDE
- INCREASE THE VALUE OF THE CLUB



MONEY

- SELL & BUY PLAYERS
- MERCHANDISE
- SPONSORSHIPS &
- HOSPITALITY



DEVELOPING

- PLAYERS
- COACHES
- MEDIA TALENT
- EXECUTIVES & MANAGERS



FINANCIALS

- PAY PLAYING STAFF
- PAY NON-PLAYING STAFF
- PAY DEBTS
- SOLVE OTHER FINANCIAL



FANS

- NEW MEMBERS
- EXPAND FAN BASE
- SEASON TICKETS & DISCOUNT
- TICKETS

LICENSING

Reproduce the image of the Club in their products

FACILITIES

- Stadia naming rights
- Youth development
- Hospitality
- Conference & Banqueting
- Virtual office space
- Skills based training

EXCLUSIVITY

For instance having private members box in the club stadium

- Season tickets
- Players meet/greet
- Signed shirts/balls

BRANDING

Raise brand awareness and develop

- Brand preference in the marketplace
- Building a brand online in global markets
- Protecting the brand
- Exploiting the brand
- Monitoring and enforcing the brand

POSITIONING

How consumers/fans (and other stakeholders) perceive Member club brand.

ADVERTISING & MARKETING

Participation of team players in advertising commercials

4. OBJECTIVES

4.1 GRASS ROOTS

4.1.1 YOUTH SPORTS

The benefits of youth sports extend beyond the field and even beyond the participant. The KPL recognises the importance of youth participating in organised sports. It is without argument that Youth Sports can lead to immediate and long-term benefits for youth, their families, and communities in Kenya. As illustrated by the Kenya census in 2019, Kenya has over 13million students enrolled in over 40,000 primary and secondary schools. The majority of the young population reside in County's outside of Nairobi, however almost all KPL Member Clubs are based in Nairobi. This needs to change. The KPL will work with Member Clubs and Local/National Gov to take the Professional Game to more parts of Kenya.

- Football is a social enterprise and the KPL aims to build capacity in Kenya schools and teachers to deliver fun, educational sessions in a range of subjects within local partner schools. The KPL Primary/Secondary School League competitions aim to deliver a range of programs ranging from national football tournaments, to creative writing and reading challenges to get more kids encouraged to read.
- The vision of the KPL grassroots program will be to offer a world-class primary/secondary schools programme that uses the appeal of the KPL to improve and enhance physical education (PE) and other curriculum areas, developing skills and values that are crucial to success in later life.

4.1.2 KPL PRIMARY/SECONDARY LEAGUE

The KPL aims to use the appeal of the Kenya Premier League and Member clubs to inspire children to learn, be active and develop important life skills. The program will be aimed at qualifying Primary and Secondary schools in Kenya with the goal of inspiring girls and boys aged 5-11 in the classroom, the playground and on the sports field.

4.1.4 PRIDE OF KENYA

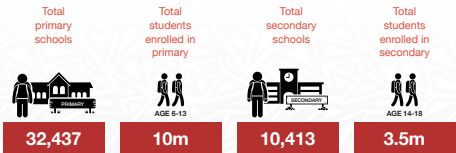
The KPL Primary/Secondary School League will encourage and nurture the best young players in Kenya, giving our youth the best chance to excel in sports or as sports men/women.

The KPL Primary/Secondary League will be to;

- Work with strategic partners in Public and Private sectors to enhance the knowledge, skills and confidence of teachers to improve delivery of PE and school sport;
- Increase children's enjoyment, participation and skills in competitive and non-competitive sports and physical activity;
- Increase children's understanding of the personal skills and values needed to achieve their goals;
- Use innovative technology and engaging content to create commercial opportunities and bring us closer to people who are interested in the game

4.1.3 KEY OBJECTIVES

- The KPL Primary/Secondary League will provide teaching materials that cover topics from PE and teamwork, to English and Maths; with free to download activities, worksheets, lesson plans, fun assemblies and exclusive educational videos
- Learning is connected to the real world of sport to enthuse pupils when tackling challenging PSHE (Personal, Social, Health, Economic education) topics such as resilience, diversity, self-esteem and fair play.





SOCIAL BENEFITS



New friends



Quality time
with family



Positive learning
environment



Learn teamwork
and communication

HEALTH BENEFITS



Stay active



Both an aerobic and
anaerobic exercise



Enhances coordination
and flexibility



Increases
bone strength

PSYCHOLOGICAL BENEFITS



Learn
sportsmanship



Develops character and
integrity while having fun



Builds discipline
and work ethic



Improve
social skills

4.2 FOOTBALL BUSINESS ACADEMY

4.2.1 FOOTBALL BUSINESS

The KPL Football Business Academy aims to provide courses in all aspects of Football/Sports Business Management for individuals keen to learn more about the various roles within the Football/Sport sectors.

The KPL Football Business Academy will introduce candidates to the world of football/sports management and administration - learning how football clubs and other entities are correctly managed, understanding the various stakeholders, analysing real case studies of the football industry, working the basic concepts and skills needed to know more about the laws of the game, best corporate governance structures for clubs and best financial planning.

4.2.2 KEY OBJECTIVES

The main objectives of the KPL Football Business Academy will be to provide the fundamental concepts of;

- Football club administration
- Basic tools of operational management in organizations
- Companies related to the world of football including the laws of the game

4.2.3 THE LEARNING OUTCOMES

The learning outcomes will be aimed at (but not limited to) understanding the

- environment in which organizations in the world of football operate, enterprise operations, their functional areas and instruments of analysis.
- to have a basic vision of strategic management from a business perspective.
- to know, understand and apply the basic concepts in football management.

4.2.4 FOOTBALL MANAGEMENT

The KPL Football Business Management Academy will be used as a tool to get more Kenyans interested in and trading in Football Business Management. This will increase the overall professional standards of those working in amateur and professional Football clubs in Kenya.

The Football Business Academy will also be aimed at those who wish to complete their skill based education with a specialized course in football business, in particular Directors of Clubs and ex-Athletes who need specialized education in football business.

Those working in the area of business and/or Football/Sports and want to acquire a greater knowledge of the management in the particular sector of the football/sports industry or just lovers/fans of football and want to learn more about the management and business of football/sports clubs. This will offer opportunities to fans, other business executives and indeed retired players, to learn how to contribute to their clubs and communities in a commercial way and bring about essential development of the operating aspect of Football/Sports Clubs in Kenya.



THE MANY ROLES IN FOOTBALL AND SPORTS

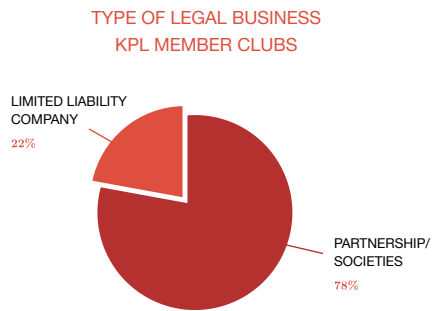


4.3 CLUB STRUCTURES

4.3.1 EXISTING CLUB STRUCTURE

Our analysis reveals 78% of KPL Member Clubs are operating as Societies or unincorporated Partnerships. Further research highlights several significant disadvantages to this structure, such as;

- Joint and Several Liability – Management or governing committee members are also ‘jointly and severally’ liable for any liabilities, which means one member could be liable for all the Club’s debts if other members cannot pay.
- No Separate Legal Identity – An unincorporated Partnership / Society do not have a separate legal identity from its members and so the members of the governing committee have to enter into contracts and/or or hold any land or investments of the Club in their own names on behalf of the Club.
- No transfer of shares – no shares can be issued to investors since Society/Partnership is not a Limited Liability Company and therefore unable to attract private investment.



4.3.2 TYPES OF LEGAL STRUCTURES

Our research found there are three main types of businesses being used in Kenya;

1. sole proprietorships
2. partnerships/societies, and
3. limited liability companies

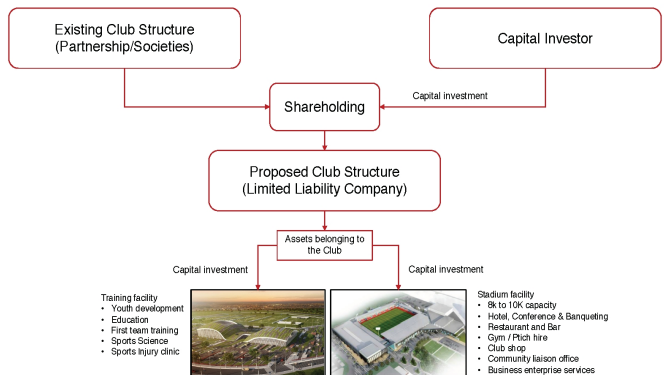


4.3.3 PROPOSED CLUB STRUCTURE

Further analysis revealed KPL Member Clubs would significantly benefit by incorporating and trading as Limited Liability Companies. The proposed structure is allowed per Kenya Companies Act 2015. Further research highlights several significant advantages to this structure, such as;

- **Attracting investors** - Professional football is a business to the extent that it involves investment (in players, stadium, customer service, etc.) and a return on investment (from ticket prices, merchandise, sponsorship, broadcast rights and player sales).
- **Transfer of shares** – shares can be bought and sold, subject to any restriction in the articles of association. This gives the Club options to raise capital especially during difficult times such as COVID-19 pandemic.
- **Remuneration for Directors** - holding office if the articles allow.
- **Statutory Obligations** – Companies act 2015 provides the best provisions on corporate governance practices; such as information disclosure, the appointment of directors, board composition, induction and training of directors, risk management and consultation with shareholders.

This is the most obvious vehicle for such large football/sports investments globally through Limited Liability Companies, which issue share certificates in exchange for capital. The capital is then invested by the Company /Club into training and stadia facilities and operation costs. This is especially the case for the 92 English Professional Football Clubs and Two Professional Football Leagues that are structured as Limited Liability Company Limited by Shares or Share guarantee.

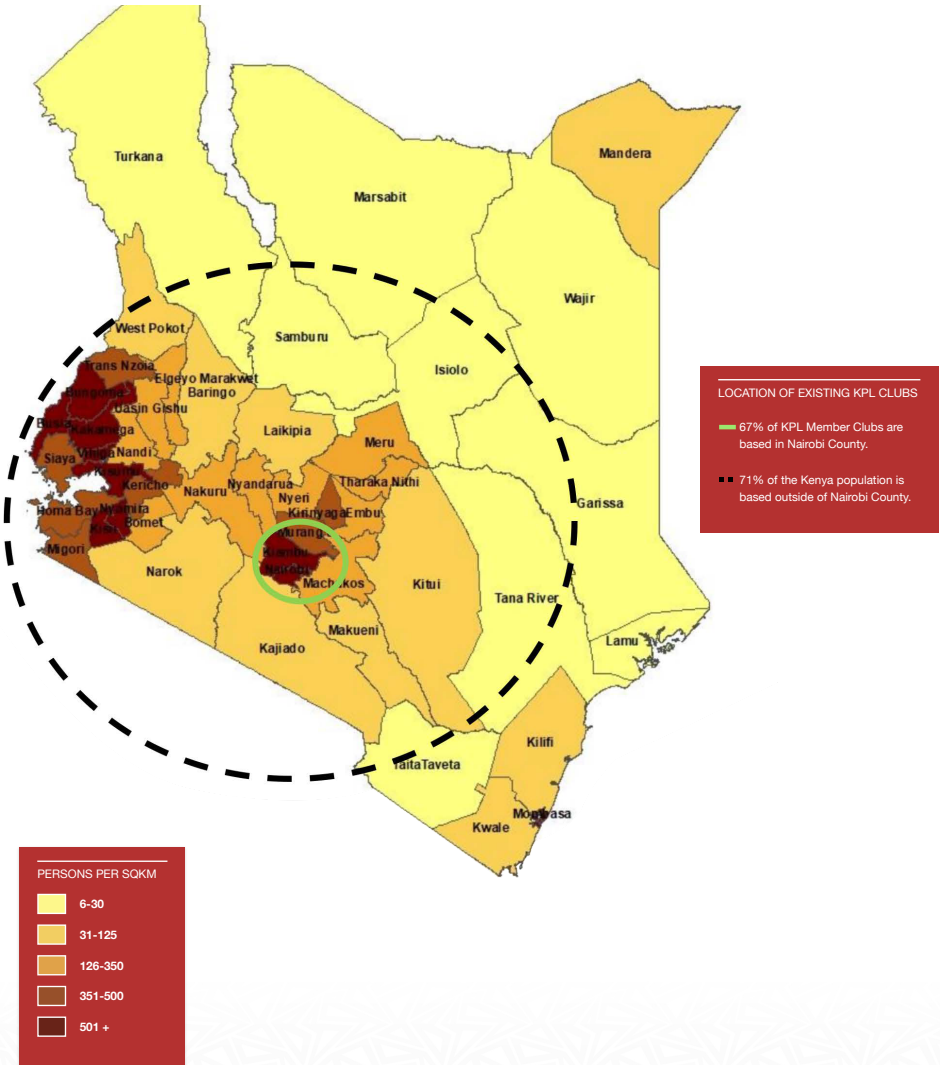


4.3.4 COMMUNITY

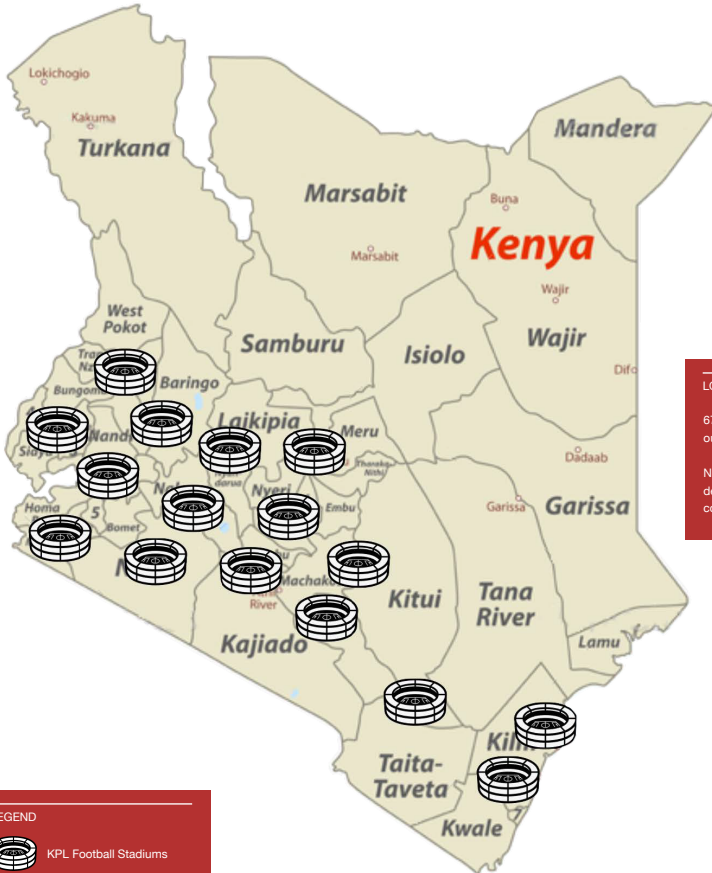
- Proposed Club structure gives the Existing Club structure the option to become a special shareholder/board member in the Company trading as Football Club.
- Proposed Club structure is financially sustainable for the benefit of the Community.
- Proposed Club structure keeps the Community involved with the decisions and directions of the new company trading as the Football Club.

The KPL will guide Member Clubs on the Proposed Club structure, more clubs outside of Nairobi means more Kenyans playing and supporting football, which means more involvement and focus on youth development – developing players for entertaining, attacking football and showcasing our true talent and athletic ability. With KPL Strategic plan the Member Clubs will be able to attract investment and sponsorship thus becoming financially sustainable.

DISTRIBUTION OF KENYA POPULATION BY COUNTY



PROPOSED DISTRIBUTION OF KPL CLUBS



LOCATION OF NEW KPL CLUBS

67% of KPL Member Clubs to be based outside of Nairobi County.

New training & stadia facilities developing young talent in multiple counties.

LEGEND



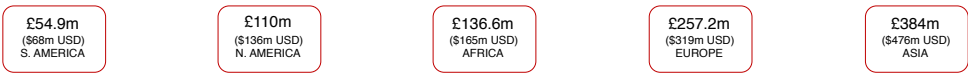
KPL Football Stadiums

4.4 MULTI-SPORTS DIVISION

4.4.1 SPORTS INDUSTRY

The sports industry as a whole generates as much as US\$700 billion annually or 1 per cent of global GDP. Within the Sport Industry, Football is the most popular sport in the world, with an estimated following of 4 billion fans. The value of Football is best illustrated by the English Premier League £3billion TV rights deal done between 2016 to 2019 (3years), which according to SportsMail around £136.6m (\$165m USD) of the revenue was generated from Africa TV subscribers, this was more than the revenue generated by N.America £110m (\$134m) and South America £55m (\$67m USD). Only Asia £384m (\$USD) and Europe £257.2m (\$USD) paid more to watch the EPL. However this popularity of football must be used to support the other sporting teams in cases where some sports require investment and are unable to secure such investment without the appeal of Football.

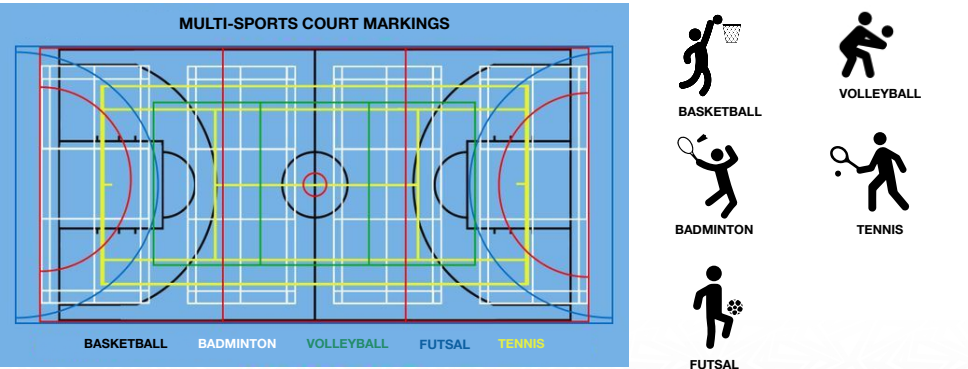
THE ENGLISH PREMIER LEAGUE GLOBAL TV RIGHTS REVENUE BETWEEN 2016 AND 2019



4.4.2 WHAT IS A MULTI-SPORT CLUB

A multi-sport club is a Club which has several sport teams for example a club can have a Football team, Basketball team, Futsal team, Volleyball team and Handball team. This model has been very successful in Spain's Football League La Liga, which has a basketball division, Liga ABC, one of the most popular professional indoor sports leagues in the world, with an average attendance of 6,000 for league matches in the 2018/19 season. Also, the La Liga teams have Futsal teams, Handball teams and Hockey teams under the same club brand e.g. Barcelona Football Club and Basketball Team.

The capital investment into the facilities would cover the multiple in-door sports, as shown in the court markings image. The court marking would be adjustable depending on the sport being played.



4.4.3 ADVANTAGES

The KPL will work with Member Clubs to implement a multi-sports division. This will offer a wider range of professional sports for Youth to participate in but under the same Member Club brand. This also encourages young players to participate in more sports. Another benefit is the fans will have one team to support with multiple sports. This can bring about a saving for fans and offer more sponsorship opportunities for KPL Member Clubs.

- Fans of Professional Football Clubs will be introduced to indoor sports such as Basketball, Futsal, Volleyball and Handball teams.
- Increase fan base of KPL Member Clubs
- Increase opportunities for Kenyans to play professionally in other sports / leagues
- Indoor court markings are similar



FUTSAL



BASKETBALL



TENNIS



VOLLEYBALL

5. DELIVERING OUR GOALS

5.1 For us to be able to meet the four objectives as outlined in this document, we know we need to have the right team, good planning and finances in place

We will deliver The KPL Strategic Plan through;

- **Being committed** in everything we do;
- **We will prioritise** the projects we work on, making sure the most important ones are delivered by; Producing robust business plans with clear priorities that outline how we will meet the KPL Strategic Plan over the course of the next 3-6 years, and report on our progress annually; and
- **Build healthy cash reserves** in order to invest into sustainable projects that have a positive impact socially and economically on the community and nation generally.

5.2 Working with stakeholders of football. The fans, players, referees and the dedicated sponsors sustain the game of football in Kenya. In order to communicate effectively with everyone who has a genuine interest in the game we will seek to;

- **Employ strong communication links** with all the different fans of football and introduce them to new opportunities to get involved in the game.
- **Work with the media** to help improve ongoing communication with football fans and spectators.
- **Promote our initiatives** through our commercial partners to reach new audiences.

5.3 Talented and engaged people

To deliver the KPL Strategic Plan, we will train and recruit the most talented and enthusiastic individuals who wish to work in football. The KPL will assemble a board of independent directors and executive staff to guide and manage the professional game.

We will make sure that we have the right people in the KPL by;

- **Recruiting the best staff** from the widest talent pools. Developing our people's skills across the breadth of everything we do, from delivering grassroots coaching, football business and event management.
- **Reinforcing our pride** to be working in football and our shared love of the game.
- **Supporting more Clubs and League jobs** in the grassroots game, while using landmark events to recruit more employees.
- **Providing them with flexible training** and easily accessible guidance and resources.



WHAT (OR WHO) IS A STAKEHOLDER?

The KPL stakeholders are both internal and external to the Company.

Internal stakeholders are Persons whose interest in the company comes through a direct relationship, such as employees, managers, directors and shareholders i.e. Member Clubs.

External stakeholders are those who do not directly work with the KPL but are affected somehow by the actions and outcomes of the business. Suppliers, community, customers, creditors and local/national gov agencies are all considered external stakeholders.



With the increasing attention on corporate social responsibility, the concept has been extended to include communities' governments, and trade associations.

KEY TAKEAWAYS:

- A stakeholder has a vested interest in a company and can either affect or be affected by a business' operations and performance.
- Typical stakeholders are investors, employees, customers, suppliers, communities, governments, or trade associations.
- An entity's stakeholders can be both internal or external to the organization



KENYA IN NUMBERS

102

Kenya ranked one hundred and two in final 2021 FIFA rankings
(68 was Kenya highest ranked position in 2009)

55M

The current population of Kenya is fifty-five million
(estimate as of 2022)

23

Kenya ranked twenty third in Africa latest CAF rankings
(Madagascar and Equatorial Guinea are 22 and 21 respectfully)

20.1

The average age in Kenya is twenty years
(the average age in Africa is 19 years)

7

Kenya population is ranked seventh highest in Africa
(Kenya is ranked 27 highest population in the World. England is 26 with 57m population and Italy is 25 with 60m population)

6

Kenya has the sixth largest economy in Africa by GDP \$106.04billion
(Morocco and Algeria are 4th and 5th respectfully)



Kenya is a member of the UN Security council



Kenya has ratified into law the African free trade agreement



Kenya is a member of the East African Community trading block.



The Commonwealth

Kenya is also a voluntary member of the Commonwealth of Countries.



CONTACT DETAILS

For further information about Kenya Premier League Limited strategic plan please use the contact details below.



Kenya Premier League Limited
Contact: info@kenyapremierleague.com



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