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## PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF SELECTED INDEPENDENT FEATURE FILM PROJECTS IN KENYA

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**Abstract:** The performance of independent feature film projects in Kenya remains a persistent challenge despite government interventions and industry growth initiatives. This study examined how project management practices specifically planning, stakeholder management, and monitoring influence the performance of selected independent feature film projects in Kenya, measured through timely completion, cost efficiency, and profitability. The problem stems from inadequate application of structured management approaches, with over 50% of Kenya's 500 annual film projects performing poorly. The study was guided by three specific objectives: to examine the influence of planning, assess stakeholder management impact, and determine monitoring's effect on project performance. Theoretically, the research was underpinned by the Theory of Constraints, Stakeholder Theory, and Contingency Theory, providing frameworks for understanding bottlenecks, stakeholder engagement, and context-specific management approaches. A descriptive research design was employed, targeting 79 independent feature films classified in 2022/2023. Using stratified and purposive sampling, 44 respondents comprising producers, directors, and finance managers participated. Data were collected through structured questionnaires and analyzed using SPSS 20.0, applying descriptive statistics and multiple regression analysis. The findings revealed that planning significantly and positively influenced performance ( $\beta=0.241$ ,  $p=0.048$ ), emerging as the strongest predictor. However, essential planning tools remained underutilized. Stakeholder management showed positive but statistically non-significant effects ( $\beta=0.056$ ,  $p=0.435$ ) due to weak implementation. Monitoring demonstrated

positive and near-significant influence ( $\beta=0.140$ ,  $p=0.052$ ), though systematic application was insufficient. Collectively, these practices explained 30.1% of performance variation. The study concludes that strengthening project management practices can substantially improve independent film project outcomes. Key recommendations include adopting structured planning templates, enhancing early stakeholder identification and participation, and implementing comprehensive monitoring frameworks with regular progress reporting. Future research should explore additional factors including risk management, technology adoption, and comparative African film industry studies.

**Key Words:** *Planning, Stakeholder management, Monitoring, Project Performance, Independent Feature Films, Film Industry, Kenya*

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## 1.0 INTRODUCTION

### 1.1 Background of the Study

Independent feature film projects worldwide face significant performance challenges. In the United States, over 40% of such films fail to achieve timely completion within budget, with fewer than 37% generating profit (Smith, 2017). The Indian film industry presents even lower success rates, with only 0.1% of projects meeting requirements of timely delivery, cost control, and profitability (Bhandarkar, 2019). In Kenya, the growth of independent feature film projects since the 1990s spurred the adoption of project management practices to improve outcomes. Nevertheless, delays, budget overruns, and unsatisfactory financial returns persist (James, 2020).

Nyutho (2015) argues that proper application of project management practices can substantially improve film project performance. However, challenges such as cost overruns, time delays, and low returns remain widespread. Záhora (2016) stresses that project managers should apply management practices across the entire project lifecycle to mitigate risks. Independent feature film projects often involve high uncertainty and complexity, leading to significant cost and time overruns that negatively impact profitability.

Project management procedures guide film managers in meeting goals such as adherence to budgets and schedules (Simpson et al., 2017). Although best practices may be universal, their adoption is influenced by environmental and social contexts. Shaw (2019) highlights the importance of accurate, up-to-date information for informed decision-making, while continuous performance monitoring ensures accountability and superior outcomes. In Malaysia, research by Wang et al. (2020) revealed that 70% of independent film projects underperform in terms of timelines, costs, and profitability. Applying PMBOK methodologies improved results, underscoring the role of structured project management. Similarly, Kotisova (2019) identified inadequate project standards as a leading cause of poor performance, recommending stakeholder training in management skills.

Nigeria's Nollywood demonstrates how structured practices can enhance outcomes. Nollywood projects, though typically low-cost and short in duration, often yield satisfactory profits by adopting practices inspired by Hollywood's project management models (Chamley, 2012; Giwa, 2014). These approaches have been replicated in Kenya, where the Riverwood industry emerged in the 1990s. Despite efforts to accelerate production to counter piracy, performance challenges regarding cost, timeliness, and returns persist.

Institutional structures further complicate performance in Kenya. Edwards (2018) noted that licensing requirements from the Kenya Film Classification Board govern production, while Simiyu (2019) observed that weak commissioning procedures and a preference for in-house productions limit opportunities for independent filmmakers. Nyutho (2015) recommends that stakeholders form guilds and seek corporate sponsorships to strengthen financial capacity and project execution.

Stakeholder dynamics play a central role in performance outcomes. Lauras, Marques, and Gourc (2019) note that stakeholders can accelerate, delay, or withdraw funding, directly affecting timelines and viability. Cha and Kim (2020) emphasize that stakeholders prioritize time, cost, and profitability, making comprehensive performance evaluation across these dimensions critical.

In Kenya, independent feature films are increasingly relevant to cultural and economic development. UNESCO (2021) estimates that 500 projects are produced annually, yet more than half perform poorly in terms of budget, timeliness, and profit (Kenya Film Commission, 2021). Digital platforms such as Netflix and YouTube offer new opportunities for improved financial returns, but only a handful of Kenyan projects premiered on these platforms in 2020 (UNESCO, 2021).

## 1.2 Statement of the Problem

The poor performance of independent feature film projects in Kenya remains a persistent challenge. The National Draft Film Policy–Kenya (2020) attributes this to inadequate application of project management skills, high production costs, and poor financial returns. Independent films are often perceived more as creative expressions than as business ventures, limiting structured management approaches (Mbugua & Mutiso, 2019). Globally, less than 33% of film projects are completed on time and within budget (Mehta, 2020). In Kenya, Turner and Muller (2015) emphasize that weak adoption of project management practices among stakeholders contributes to delays, budget overruns, and reduced or negative returns.

Although the government has introduced interventions such as the Film and Stage Act Cap 222, tax incentives, and the establishment of the Kenya Film Commission (KFC) in 2005, performance challenges persist. KFC's initiatives including policy formulation, training, financing, and marketing have enhanced industry growth, but sustainability remains fragile, especially during disruptions such as COVID-19 (Agak, 2021). Empirical studies (Nguma, 2015; James, 2020) indicate that planning, stakeholder management, and monitoring improve project outcomes. However, no study in Kenya has specifically examined how these practices influence independent

feature film project performance. This research addresses this gap by evaluating their impact on completion time, cost efficiency, and profitability.

### **1.3 General Objective of the Study**

The general objective of this study was to investigate the influence of project management practices on the performance of selected independent feature film projects in Kenya.

#### **Specific Objectives**

This study was guided by the following specific objectives:

- i. To examine the influence of planning on the performance of selected independent feature film projects in Kenya.
- ii. To assess the influence of stakeholder management on the performance of selected independent feature film projects in Kenya.
- iii. To determine the influence of monitoring on the performance of selected independent feature film projects in Kenya.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Framework**

#### ***2.1.1 Theory of Constraints***

The Theory of Constraints (TOC), developed by Goldratt and Cox (1984), argues that every system has at least one constraint or bottleneck limiting overall performance. Goldratt (1997) emphasized that project success depends on identifying and managing such constraints, which often involve time, cost, scope, or resources. TOC's five-focusing process seeks to identify, exploit, and elevate constraints until they no longer hinder performance. In project management, TOC underpins the critical chain method, which manages resource dependencies and activity scheduling to minimize delays and cost overruns (Goldratt & Cox, 2014). Blackstone (2010) highlights TOC's value in complex environments, including film projects (Mathenge, 2015). McClelland and Jacob (2001) note that bottlenecks often arise from flawed assumptions, such as excessive buffers, leading to inefficiencies. Unlike traditional scheduling tools such as PERT and CPM, TOC integrates behavioral and collaborative aspects (Lyngé, 2019), though its narrow focus may overlook broader organizational or policy issues.

#### ***2.1.2 Stakeholder Theory***

Stakeholder Theory, introduced by Freeman (1984), emphasizes managing the interests of all parties affected by a project. In film projects, stakeholders include producers, directors, financiers, cast, regulators, and audiences. Freeman (1984) argued that project success depends on balancing stakeholder needs, while Watt (2014) highlighted the importance of identifying stakeholders during planning. Zahora (2015) distinguished between internal stakeholders directly engaged in production and external stakeholders with indirect interests. Stephen and Stephen (2017) defined stakeholders as individuals or organizations with voluntary or involuntary involvement, noting that

performance is often judged by how well expectations are met. The theory's strength lies in enhancing outcomes through stakeholder satisfaction (Wright, 2022), though Haataja (2020) critiques its assumptions about relationships that may not always hold. Applied to this study, Stakeholder Theory highlights the role of inclusive engagement across the project lifecycle, ensuring alignment between creative priorities, financial expectations, and audience reception.

### ***2.1.3 Contingency Theory***

Contingency Theory, advanced by Morgan (1997), argues that no single project management approach fits all situations; effectiveness depends on contextual factors. Summers (2015) observed that many project failures stem from mismatches between management approaches and project environments. In film projects, where uncertainty and complexity are prevalent, planning and monitoring must adapt to shifting circumstances. The theory emphasizes organizational alignment with environmental conditions, requiring project structures and strategies tailored to specific contexts (Kureshi, 2013). Its strength lies in acknowledging project diversity and promoting adaptive methodologies. However, Wadogo and Abdel-Kader (2014) critique its lack of standardized performance measures, as the dynamic nature of planning complicates evaluation. For this study, Contingency Theory is particularly relevant to planning and monitoring independent films, which often face unpredictable funding, market, and production challenges. It underscores the need for flexible, context-specific management strategies rather than rigid frameworks.

## **2.2. Empirical Review**

### ***2.2.1 Planning and Performance***

Planning is consistently emphasized as a crucial determinant of project success. Mkutano (2018) studied 100 NGOs in Nairobi County and found that effective planning positively influences performance by aligning stakeholder efforts and clarifying objectives. Although centered on NGOs, the findings underscore the value of structured planning for enhancing project outcomes. Atanackovic (2019) examined planning in Europe's fast fashion industry, an environment comparable to film due to high uncertainty and rapid timelines. The study concluded that planning exerts a substantial influence on performance, reinforcing its importance across creative industries. Similarly, Mayende (2020), in a study of 100 road construction projects in Machakos County, demonstrated that planning tools and stakeholder involvement strongly improve performance.

Trier and Treffers (2021) conducted research with 200 German film professionals and observed that flexible planning is essential in high-risk projects such as independent films. Their findings suggest that adaptability, rather than rigid planning, improves performance. Locally, Simiyu et al. (2018) reported from 138 community-based organizations in Bungoma County that planning and implementation processes directly enhance agricultural project outcomes. In the construction sector, Muute and James (2019) surveyed 125 project managers in Nairobi County and found that high-quality planning significantly boosts performance. Although the contexts differ, these studies

consistently confirm that planning is central to project success. For independent feature films in Kenya, where resources are limited and risks are high, structured yet adaptive planning remains vital.

### ***2.2.2 Stakeholder Management and Performance***

Research also highlights stakeholder management as a significant driver of performance. Nguma (2015), in a study of 30 independent film firms in Nairobi, found that active stakeholder participation strongly correlates with improved project outcomes. Similarly, Omenya (2018) examined 75 respondents from Kenya's power generation sector and concluded that stakeholder participation directly influences project performance. Kaczor et al. (2019) studied film projects in Poland, focusing on stakeholder involvement during funding. Their results confirmed that effective stakeholder management enhances performance, though the study was based in a European context. In Kilifi County, Omondi and Kinoti (2020) examined road construction projects and found strong positive correlations between stakeholder participation and project outcomes. Wijaya (2020) investigated stakeholder management in independent films during the era of digital convergence, relying on secondary data. The study concluded that stakeholder management exerts substantial positive effects, though it highlighted the challenge of balancing diverse stakeholder needs. Despite methodological differences, these studies collectively affirm that stakeholder management contributes significantly to project performance.

### ***2.2.3 Monitoring and Performance***

Monitoring practices are equally important in determining project success. Montes et al. (2014) studied 280 project managers in Colombia and found that advanced monitoring techniques enhance performance, while reliance on traditional methods yields limited results. In Kenya, Muchelule et al. (2017) investigated 65 state corporations and concluded that monitoring significantly influences performance through improved accountability and timely decision-making. Similarly, Odhiambo et al. (2020) studied mariculture projects in Kenya's coastal counties and observed strong correlations between diligent monitoring and project effectiveness.

Lu (2019), through qualitative analysis of nine Chinese independent film teams, confirmed that monitoring improves project outcomes, though his reliance on interviews limits generalizability. Galgallo (2019), in a study of 165 respondents in Marsabit County, further demonstrated that baseline surveys, technical expertise, and management participation in monitoring directly enhance infrastructural project performance. Collectively, these findings suggest that monitoring ensures project alignment with objectives and facilitates corrective action. For independent feature films in Kenya, monitoring is particularly critical due to funding constraints and market uncertainties.

## **3.0 RESEARCH METHODOLOGY**

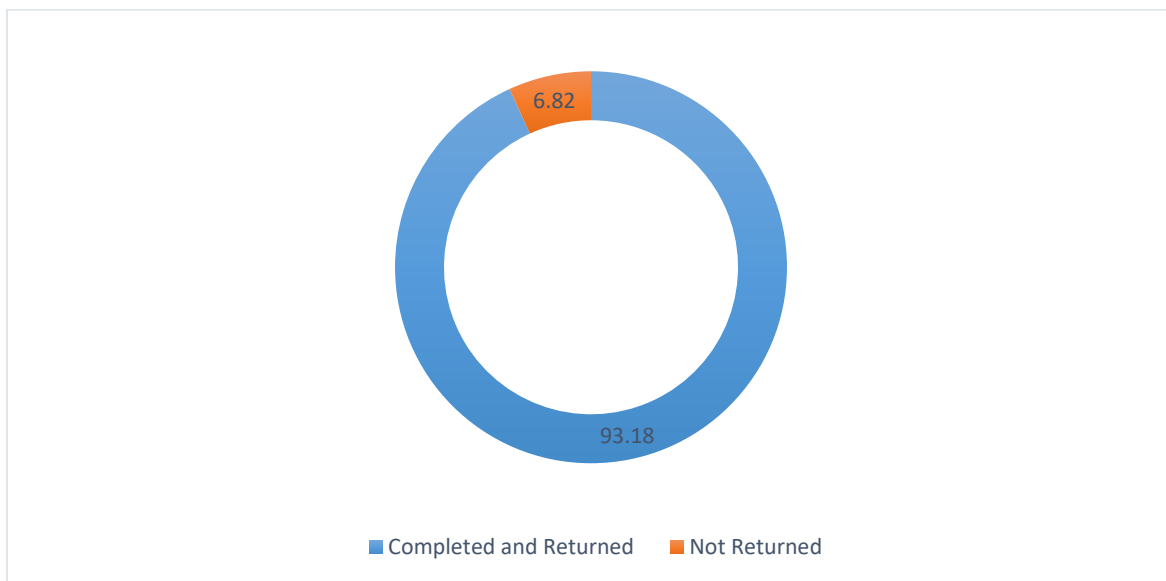
A descriptive research design was adopted since it enabled analysis of attributes, frequencies, and relationships within independent feature film projects in Kenya (Rahi, 2017; McCombes, 2022).

The target population comprised 79 films classified by the Kenya Film Classification Board in 2022/2023 across drama, documentary, short film, action, and comedy genres. Using Yamene's (1967) formula, a sample of 44 projects was determined, with respondents including producers, directors, and finance managers proportionally selected from each genre. Stratified and purposive sampling techniques ensured adequate representation (Kumar, 2014). Data was collected using structured questionnaires organized into sections on planning, stakeholder management, monitoring, and project performance, with Likert-scale responses. Data was analyzed using SPSS version 20.0, applying descriptive statistics and multiple regression to examine relationships among variables. Ethical approval and participant consent were obtained, ensuring confidentiality and voluntary participation.

## 4.0 RESEARCH FINDINGS AND DISCUSSION

### 4.1 Response Rate

The information on the respondents' rate of response was collected. The data is distributed as indicated in the Figure 1 below:



**Figure 4. 1: Rate of Response**

**Source: Research data (2024)**

As evidenced by the findings in Table 4.1, 93.18% of the questionnaires that were distributed were completed and returned, while 6.82% of them were not. According to Mugenda and Mugenda (2019), an analysis can be done with a response rate of 50% or higher. As a result, the sample measures could be generalized due to the 93.18% overall response rate. This implied that the rate of response in this study was excellent and sufficient for further analysis which was attributed to the effective data collection procedures employed by the researcher.

### 4.2 Descriptive Analysis

#### 4.2.1 Planning and Performance

**Table 1: Planning and Performance of Selected Independent Feature Films**

Statement	Percentage N=41					Mean	Std Deviation
	SD	D	N	A	SA		
Project involved planning	0	33.3	0	61.9	2.4	4.29	.602
Planning was done using tools e.g. script breakdown template	0	59.5	0	2.5	35.7	4.32	.610
Schedules were used e.g. call sheets	2.4	31.9	0	56.2	7.1	2.73	1.119
A financial plan was created during planning	7.1	61.9		28.6	0	2.51	1.003

**Source: Research data (2024)**

The data analysis shows that majority of the respondents indicated that planning was done. The study examined different planning tools and their influence on performance of the selected independent feature film projects in Kenya. On answering whether the project involved planning, majority of the respondents agreed 61.9% that the project involved planning while 33.3% disagreed with a mean of 4.29 and a standard deviation of 0.602. The finding is in concurrence with the research conducted by Trier & Treffers (2021) who examined the influence of planning on the performance of independent feature film projects. The study observed that planning is indeed crucial to independent feature film projects to enhance performance. On whether planning was done using tools, majority of the respondents 59.5% disagreed while 35.7% strongly agreed with a mean of 4.32 and a standard deviation 0.610. With respect to whether schedules were used for planning, majority of the respondents 56.2% agreed while 31.9% disagreed with a mean of 1.119. Regarding whether a financial plan was created during planning majority of the respondents disagreed 61.9% while 28.6% agreed with a mean of 2.51 and a standard deviation of 1.003. The findings show that planning was done but other planning tools such as script break down templates, schedules and financial plans were not adequately utilized.

**Table 2: Planning tools and Performance**

	Frequency	Percentages
Storyboards	12	29.3
Short Lists	7	17
Budget Spreadsheets	13	31.7
Production Binder	9	22
<b>Total</b>	<b>41</b>	<b>100</b>

**Source: Research data (2024)**

Table 2 shows the responses on any other planning tools used. Majority of the respondents mentioned other planning tools as budget spreadsheets was 31.7%, story boards was represented by 29.3%, production binder 22%, short lists was represented by 17%. This suggests that planning as a project management practice requires a variety of planning tools. The findings indicate that the most utilized planning tool in the selected independent feature film project was budget spreadsheets.

**4.2.2 Stakeholder Management and Performance**

**Table 3: Stakeholder Management and Performance of Selected Independent Feature Films**

Statement	Percentages N=41					Mean	Std Deviation
	SD	D	N	A	SA		
Project involved stakeholder management	1.7	31.6	0	58.9	0	2.51	1.003
Stakeholders were identified at the beginning of the project	0	61.9	0	38.1	0	2.67	.955
Stakeholders participated in project activities	7.1	51.9	0	38.6	0	2.51	1.003
Stakeholders were involved in project decision making	7.1	61.9	0	28.6	0	2.51	1.003

**Source: Research data (2024)**

Table 3 indicates the results for the analysis of the stakeholder management. Majority of the respondents 58.6% agreed that the project involved stakeholder management. The results are in line with those of a study by Nguma (2015) which observed that stakeholder management was an important aspect in influencing performance of independent feature film projects in Kenya. Regarding the question whether stakeholders were identified at the beginning of the project, 61.9% disagreed that stakeholders were identified at the beginning of the project, while 38.1% agreed with a mean of 2.67 and a standard deviation of 0.955. With regard to whether stakeholders

participated in project activities 51.9% disagreed, while 38.6% agreed with a mean of 2.51 and a standard deviation of 1.003. Majority 61.9% disagreed that stakeholders were involved in project decision making while 28.6% agreed with a mean of 2.51 and a standard deviation of 1.003. The findings indicate that stakeholder management was not adequately done during the project's lifecycle.

#### 4.2.3 Monitoring and Performance of Selected Independent Feature Films

**Table 4: Monitoring and Performance**

Statement	Percentage N=41					Mean	Std Deviation
	SD	D	N	A	SA		
Project involved monitoring	2.8	33.3	0	59.5	0	2.63	1.019
Monitoring techniques were used	9.5	64.3	0	21.5	2.4	2.41	1.024
Progress on project was monitored and reported regularly	7.1	61.9	0	28.6	0	2.51	1.003
Plans were reviewed occasionally to ensure activities are completed as per the plan	23.8	50	0	23.8	0	2.24	1.090

**Source: Research data (2024)**

Table 4 indicates the results for the analysis of influence of monitoring on the performance. The respondents agreed with the statement project involved monitoring with majority rating of 59.5% and a mean of 2.63 and a standard deviation of 1.019. The results support Lu (2019) observation that monitoring was essential in independent feature film projects and exerted a significant influence on performance. Responding to the question as to whether monitoring techniques were used, majority 64.3% disagreed 21.5% agreed and the variable had a mean of 2.41 and a standard deviation of 1.024. Majority of the respondents, 61.9% disagreed that progress on project was monitored and reported regularly and 28.6% agreed with a mean of 2.51 and a standard deviation of 1.003. Majority of the respondents 50% disagreed that plans were reviewed occasionally to ensure activities are completed as per the plan while 23.8% agreed. The variable had a mean of 2.24 and a standard deviation of 1.09. The findings show that monitoring was not adequately undertaken with regard to the selected independent feature film under study. The findings also

indicate that monitoring as a project management practice exerts a constructive and statistically noteworthy influence on performance which is in line with the study by Muchelule et al. (2017).

**Table 5: Monitoring techniques and Performance**

	Frequency	Percentages
Status Meetings	12	29.3
Milestone Tracking	7	17.1
Post-Mortem Analysis	13	26.8
<b>Total</b>	<b>41</b>	<b>100</b>

Table 5 shows responses on monitoring techniques used. On the type of monitoring techniques identified by the respondents, majority 50% indicated status meeting, 12.8% indicated walkthroughs, 20% milestone tracking and 17.2% post-mortem analysis. The study finding is supported by the findings of the study done by Montes et al. (2014). The study concluded that integration of monitoring practices has the potential to yield significant enhancements in performance.

#### 4.2.4 Performance of selected independent feature film projects in Kenya.

**Table 6.: Performance of selected independent feature film projects in Kenya.**

Statement	Percentage N=41					Mean	Std Deviation
	SD	D	N	A	SA		
Project was completed on time	7.1	61.9	0	28.6	0	2.51	1.003
Project costs were managed according to the budget	7.1	61.9	0	28.6	0	2.51	1.003
Project resulted in a profit	0	77.1	0	22.9	0	3.10	1.008

**Source: Research data (2024)**

Table 6 indicates the results for the analysis of the performance of selected independent feature film projects in Kenya. Majority 61.9% disagreed with the statement that project was completed on time, 28.6% agreed with the statement with a mean of 2.51 and standard deviation of 1.003. The results are consistent with the findings of Bhandarkar (2019) that the accomplishment rate within the Indian film industry stands at a mere 0.1 percent in terms completion time, cost and profit. On the statement whether project costs were managed according to the budget, 61.9% disagreed, 28.6% agreed with a mean of 2.51 and standard deviation of 1.003. On whether the

projects resulted in a profit, majority 77.1% disagreed, while 22.9% agreed with a mean of 3.10 and standard deviation of 1.008. The study findings indicate that majority of the selected independent feature film projects did not perform well in terms of the variables under study. The findings are in line with the study conducted by Wang et al (2020) which established that, on average seven out of 10 independent feature film projects perform poorly with regard to timely completion of project, cost efficiency and profit. The research also indicated that managing independent feature film projects using methodology in Project Management Body of Knowledge (PMBOK) improves performance.

#### 4.2.5 Ranking of performance factors based on priority

**Table 7: Ranking of performance factors**

Statement	(Percentage) N=41					Mean	Std Deviation
	MI	IM	AI	FI	LI		
Timely completion of project	45.2	38.1	11.9	2.4	0	4.29	.782
Cost is within the allocated budget	35.7	52.4	9.5	0	0	4.27	.633
Project results in profit	61.9	28.6	2.4	2.4	2.4	4.49	.870

**Source: Research data (2024)**

Table 7 shows ranking of performance factors of selected independent feature films in Kenya. From the study findings, majority of the respondents 61.9% rated project result in profit as the most important factor with a mean of 4.49, 45.2% rated timely completion of project as most important with a mean of 4.29. Cost is within the allocated budget was rated most important by 35.7% of the respondents and a mean of 4.27. The findings show that different performance factors have different priorities based on the respondents. This study finding on the importance of performance measurement of selected independent feature film projects is supported by the study by Amoako & White (2019) who observe that performance serves as a gauge of how effectively a finished project is accomplished within budget and timeline stipulated in the project plans and provides positive return for the stakeholders.

### 4.3 Inferential Analysis

The study examined whether independent variables (planning, stakeholder management, and monitoring) influence the dependent variable (performance of selected independent feature film projects) using multiple regression analysis.

#### 4.3.1 Model Summary

The model was used to measure the degree of influence of independent variables (planning, stakeholder management, and monitoring) on performance of selected independent feature film projects. The resultant model summary is presented in Table 8.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.549	.301	.249	.440	2.177

*Predictors: (Constant), Planning, Stakeholder Management, Monitoring*

*Dependent Variable: Project Performance*

**Source: Research Data (2024)**

In the model summary, the coefficient of correlation (R) was found to be 0.549, implying a moderate positive correlation between dependent and independent variables of the study. The R square value of 0.301 indicates that 30.1% of variation in performance of selected independent feature film projects in Kenya was explained by planning, stakeholder management, and monitoring, holding other factors constant. The adjusted R square, which accounts for the number of predictors in the model, was 0.249 (24.9%). These findings indicate that planning, stakeholder management, and monitoring collectively account for approximately one-quarter to one-third of performance variation in independent feature film projects. The remaining 69.9% of performance variation is determined by factors that did not form part of this model, such as creative quality, market conditions, distribution strategies, piracy, marketing effectiveness, and external environmental factors. The Durbin-Watson statistic of 2.177 is close to 2, suggesting absence of autocorrelation in the residuals, which confirms the earlier Breusch-Godfrey test results. This indicates that the regression model meets the assumption of independent errors.

#### 4.3.2 ANOVA Results

Analysis of Variance (ANOVA) was used to test the overall significance of the regression model. The results are presented in Table 9.

**Table 10: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.348	3	1.116	5.768	.002
Residual	7.741	40	.194		
Total	11.089	43			

*Predictors: (Constant), Planning, Stakeholder Management, Monitoring*

*Dependent Variable: Project Performance*

**Source: Research Data (2024)**

The overall ANOVA results indicate that the model was significant at  $F = 5.768$ ,  $p\text{-value} = 0.002 < 0.05$ . This is an indication that the overall model was significant and that planning, stakeholder management, and monitoring jointly affected project performance of the projects under study. The

significant F-statistic confirms that at least one of the independent variables has a significant relationship with the dependent variable, and the model as a whole provides a better fit to the data than a model with no predictors.

**4.3.3 Multiple Regression Results**

The regression analysis was processed through SPSS, and the resultant values are indicated in Table 10.

**Table 11: Regression Coefficients for Planning**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta		
(Constant)	2.210	.562		3.932	.000
Planning	0.241	.118	-.308	-2.042	.048
Stakeholder management	0.056	.071	.119	.790	.435
Monitoring	.140	.070	.302	2.007	.052

*Dependent Variable: Performance*

*Source: Research Data (2024)*

The regression analysis was conducted using SPSS, and the results are summarized in Table 11. The regression equation obtained is:

$$Y = 1.452 + 0.241X_1 + 0.056X_2 + 0.140X_3 + \epsilon$$

Where:

- Y = Performance
- X<sub>1</sub> = Planning
- X<sub>2</sub> = Stakeholder Management
- X<sub>3</sub> = Monitoring
- ε = Error term

**4.3.4 Interpretation of Coefficients:**

**Planning**

The coefficient for planning was β<sub>1</sub> = 0.241 (p = 0.048), which is statistically significant at the 95% confidence level. This implies that a one-unit increase in planning practices leads to a 0.241-unit improvement in project performance, holding other variables constant. The standardized coefficient (Beta = 0.308) shows that planning has the strongest effect among the predictors. This finding supports the first research objective and aligns with the Theory of Constraints, which emphasizes the role of planning in resolving bottlenecks to enhance system performance (Goldratt

& Cox, 1984). It also agrees with empirical evidence by Trier and Treffers (2021) and Mayende (2020), who found planning to be a key driver of project success.

### *Stakeholder Management*

The coefficient for stakeholder management was  $\beta_2 = 0.056$  ( $p = 0.435$ ), indicating no statistically significant effect at the 95% confidence level. Although the positive coefficient suggests a potential positive influence, the effect is weak (Beta = 0.119). This outcome may be explained by the limited application of stakeholder management practices, as shown in the descriptive analysis where only 28.6%–38.1% of respondents confirmed their implementation. Additionally, stakeholder management may have an indirect impact through planning and monitoring, which the current model did not capture. Despite the non-significant result, the direction of the coefficient is consistent with stakeholder theory and findings by Nguma (2015) and Kaczor et al. (2019), who highlighted the positive role of stakeholder engagement in project performance.

### *Monitoring*

Monitoring had a coefficient of  $\beta_3 = 0.140$  ( $p = 0.052$ ), which is slightly above the 0.05 threshold but significant at the 90% confidence level. This indicates that a one-unit increase in monitoring practices improves project performance by 0.140 units, all else being equal. The standardized coefficient (Beta = 0.302) suggests that monitoring exerts nearly the same influence as planning. These results reinforce the Theory of Constraints, which underscores the importance of monitoring in identifying and addressing bottlenecks (Goldratt, 1997). They also align with studies by Lu (2019) and Muchelule et al. (2017), who established that monitoring contributes positively to project outcomes.

## **5.0 SUMMARY OF THE STUDY**

The study sought to examine the influence of project management practices planning, stakeholder management, and monitoring on the performance of independent feature film projects in Kenya. A descriptive research design was employed, and data were collected from 44 respondents comprising producers, directors, and finance managers. Both descriptive and inferential analyses were applied, with multiple regression used to test the relationships. The study revealed that planning had a positive and statistically significant influence on performance ( $\beta = 0.241$ ,  $p = 0.048$ ), emerging as the strongest predictor (Beta = 0.308). The study also found that stakeholder management had a positive but statistically non-significant effect ( $\beta = 0.056$ ,  $p = 0.435$ ), a result attributed to weak implementation in most projects. The study as well revealed that monitoring had a positive and near-significant influence on performance ( $\beta = 0.140$ ,  $p = 0.052$ ) with a relatively strong coefficient (Beta = 0.302). However, inadequate use of planning templates, financial schedules, stakeholder engagement, and systematic monitoring limited overall project outcomes.

## **6.0 CONCLUSION**

The study concludes that project management practices significantly influence the performance of independent feature film projects in Kenya. Planning emerged as the strongest determinant, highlighting its importance in guiding schedules, resource allocation, and financial control. However, weak application of structured planning tools limited performance outcomes, emphasizing the need for more comprehensive approaches. Stakeholder management was identified as a potentially valuable practice, yet its weak implementation particularly in stakeholder identification, participation, and decision-making reduced its effectiveness. Although not statistically significant, its positive direction aligns with stakeholder theory, suggesting improved engagement would enhance project outcomes. Monitoring showed a positive and near-significant influence, underscoring its role in progress tracking and bottleneck identification. Nonetheless, irregular reporting and lack of systematic reviews constrained its impact. The findings reinforce that strengthening planning, stakeholder management, and monitoring practices can improve performance and sustainability of feature film projects within Kenya's creative industry.

## 7.0 RECOMMENDATIONS

This study recommends that independent feature film projects adopt structured planning practices, including the use of templates, schedules, and detailed financial plans. Industry stakeholders such as the Kenya Film Commission should support training and the development of standardized planning guidelines. Stakeholder management should be improved through early stakeholder identification, inclusive participation, and transparent decision-making. Project managers should be trained in stakeholder engagement skills to balance creative, financial, and operational interests.

Finally, rigorous monitoring frameworks should be established, incorporating structured techniques, regular progress reporting, and periodic reviews. Access to monitoring tools and training should be facilitated, and lessons learned should be documented for industry-wide learning. Implementing these measures would enhance timely project completion, cost efficiency, and profitability, ultimately strengthening the performance of independent feature film projects in Kenya.

## 8.0 AREAS FOR FURTHER RESEARCH

Future research should investigate the influence of other project management practices such as risk management, resource allocation, and technology adoption on independent feature film performance in Kenya. Comparative studies across African film industries could also provide broader insights into contextual differences and best practices.

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