MODERATING EFFECT OF STRATEGIC PLAN IMPLEMENTATION ON THE RELATIONSHIP BETWEEN CORPORATE STRATEGIES AND PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA

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A Thesis Submitted to the Institute of Postgraduate Studies of Kabarak University in Partial Fulfillment of the Requirement for the Award of Doctor of Philosophy in Business Administration (Strategic Management)

KABARAK UNIVERSITY

NOVEMBER, 2024

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DEDICATION

I dedicate this thesis to my family, specifically my daughter; Talia Jemutai whose unwavering support and words of encouragement have been the foundation of my academic journey. To my parents; Rose Dentewo, and my late Dad Ezekiel Komen Dentewo, thank you for believing in my dreams and instilling in me the values of perseverance and hard work. To my friends; your companionship and motivation made this journey all the more enjoyable.

I would also like to dedicate this work to all my Siblings, mentors, and supervisors whose guidance and wisdom have anchored my understanding and passion for my field. Your dedication to teaching and advice has inspired me in every step of the way.

Lastly, I dedicate this entire thesis to everyone who strives for knowledge and understanding, in that this work will contribute, even in the smallest way to the advancement of our collective learning.

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ABSTRACT

According the Government of Kenya, Commercial State Corporations have been associated with various challenges, including a lack of profitability and substandard goods and services. Such dismal performance may be occasioned by weak corporate strategies and poor strategic plan implementation. This study investigated the challenges faced by Commercial State Corporations in Kenya, particularly their profitability and quality of goods and services, which may stem from ineffective corporate strategies. The primary objective was to analyze how the implementation of strategic plans influences the relationship between corporate strategies and the performance of these corporations. Specifically, the research evaluated the effects of concentric, horizontal integration, vertical integration, and collaboration strategies on performance metrics. Additionally, it examined the moderating role of strategic plan implementation in enhancing this relationship. Grounded in Contingency Theory, Resource-Based Theory, and Transaction Cost Theory, the study employed a positivist research philosophy and adopted a cross-sectional correlational design. The target population comprised of 1,026 senior managers from Commercial State Corporations, with a sample size of 99 managers surveyed using a structured questionnaire. Data analysis involved descriptive statistics and regression analysis, with results presented in tables and figures. Key findings reveal significant positive effects of concentric strategy on financial, customer, and internal business process performance ($\beta = 0.829$, $p < 0.05$; $\beta = 0.648$, $p < 0.05$), while its impact on learning and growth was negligible. Horizontal integration also showed significant effects across all performance metrics ($\beta = 0.536$, $p < 0.05$; $\beta = 0.548$, $p < 0.05$; $\beta = 0.359$, $p < 0.05$; $\beta = 0.201$, $p < 0.05$). Vertical integration similarly influenced all performance aspects ($\beta = 0.474$, $p < 0.05$; $\beta = 0.382$, $p < 0.05$; $\beta = 0.490$, $p < 0.05$). Collaboration strategies produced significant effects as well ($\beta = 0.505$, $p < 0.05$; $\beta = 0.561$, $p < 0.05$; $\beta = 0.420$, $p < 0.05$; $\beta = 0.382$, $p < 0.05$).Moreover, the study identifies the moderating impact of strategic plan implementation, indicated by changes in R^2 across performance metrics (0.215 for financial, 0.010 for customers, 0.142 for internal processes, and 0.145 for learning and growth). These insights aim to guide Commercial State Corporations in developing and executing effective corporate strategies for enhanced value creation. The study concluded that Strategic plan implementation has a statistically significant moderating effect on the relationship between corporate strategies and performance of commercial state corporations on Kenya. Based on this conclusion, it was recommended that commercial state corporations should develop detailed roadmaps that outlines specific actions, initiatives and milestones needed to achieve the strategic objectives. They should identify and address any barriers, obstacles or resistance to change that may impede the successful implementation of Strategic plans.

Keywords: *Strategic Management, Corporate Strategies, Strategic Alliance, Strategic Plan Implementation, Balanced Scorecard, Corporate Performance, Cost Leadership Strategy, Differentiation Strategy and Focus Strategy*

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LIST OF ABBREVIATIONS

ANOVA:	Analysis of Variance
BPO:	Business Process Outsourcing
BSC:	Balanced Scorecard
BT:	British Telecoms
DCT:	Dynamics Capability Theory
DCV:	Dynamic Capability View
DOE:	Director of Education
GOK:	Government of Kenya
IE:	Inclusive Education
KIMWASCO :	Kiambere-Mwingi Water and Sanitation Company
KITWASCO:	Kitui Water and Sanitation Company
KPIs:	Key Performance Indicators
KUREC:	Kabarak University Research Ethics Committee
MPT:	Modern Portfolio Theory
NACOSTI:	National Commission for Science, Technology and Innovation
NGOs:	Non-Governmental Organizations
NPM:	New Capability Management
NSE:	Nairobi Security Exchange
OLS:	Ordinary Least Square
OP:	Operational Performance
OPM:	Operational Performance Management
RBV:	Resource-Based Value
RBVT:	Resource Based View Theory
ROA:	Returns on Assets
ROCE:	Return on Capital Employed
ROE:	Return on Equity
SMEs:	Small and Medium Enterprises
SPSS:	Statistical Package for Social Sciences
TCE:	Transition Cost Economics
TCT:	Transition Cost Theory

CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

Balanced Scorecard: A balanced scorecard is a strategic management tool used to measure an organization's performance from four interconnected perspectives: financial, customers, internal processes, and learning and growth (Kaplan & Norton, 1996). This definition was used, as it is to assess the performance of Kenyan Commercial State Corporations based on a Balanced Scorecard. This study adopts the same meaning.

Corporate Strategies: Corporate strategies refer to the comprehensive plans and actions companies take to achieve their mission, Vision, and objectives (Sull, Turconi, Sull & Yoder, 2018). This definition was used to mean the choices of strategies that Commercial State Corporations in Kenya make to create value for their stakeholders.

Concentric Diversification: This is a strategic approach for extending firms' operations related to its existing core competencies. This grand strategy leverages the company's existing strengths, knowledge, and capabilities to pursue growth opportunities in a different but complementary market (Pearce & Robinson, 2010). This definition was used as it is in the current study.

Financial Performance: This refers to the assessment of the overall health and success of an entity, including commercial state corporations. It represents the entity's ability to efficiently and effectively achieve its short-term and long-term financial goals. Financial performance is evaluated through various financial indicators and metrics that provide insights into the corporation's financial health, stability, and profitability (Akinyi, 2014). This definition was adopted as it is in the current study.

Internal Process Performance: This Refers to the process of establishing consistent and uniform procedures, practices, and systems across different functions and departments. The objective of standardization is to achieve a balanced approach that enhances operational efficiency, ensures effective service delivery, and optimizes resource utilization (Van Der Aalst, 2013). This definition was used as it is in the current study.

Learning Growth Performance: This refers to the internal process perspective measure of performance that gives emphasis on a number of fundamental aspect of competitiveness, which link it with knowledge acquisition and performance improvement (Kaplan, 2010). This definition was used as it is in the current study.

Strategy Implementation: Strategy implementation is getting plans into action. It involves translating the chosen strategy into specific actions, tasks, and initiatives that will drive the organization towards its objectives (Baroto, 2014). The definition for the current study means assessing effectiveness of strategic plan implementation and its impact on achieving the organization's long-term objectives.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today’s rapidly evolving landscape, understanding the complexities of corporate strategies on performance of commercial State Corporation moderated by Strategic Plan Implementation is essential for addressing the challenges and the opportunities it presents. This study aims to explore the concentric strategy, Horizontal integration strategy, vertical Integration strategy and Collaboration strategy and the moderating effect of strategic plan implementation on the relationship between corporate strategies and performance of commercial state corporations. By examining the corporate strategies and Performance of Commercial, state corporations we seek to provide a comprehensive overview that contributes to existing knowledge and informs future research and practice.

1.1.1 Corporate Strategies

Corporate Strategies encompass various tactics and actions that organizations undertake to achieve their mission, vision, and objectives (Ogao & Kariuki, 2020). The concept of corporate strategy therefore occupies a prominent position in today's managers' thinking about themselves and their firms. Corporate strategy is an area of great research interest due to its importance in shaping an organization's direction, long-term success, and competitive advantage. Strategic decision-making is critical in navigating the dynamic business environment, achieving sustainable competitive advantage, and adapting to change. Understanding and exploring corporate strategy are crucial for managers and scholars alike to make informed decisions and drive organizational success.

In such a dynamic environment, organizations need to develop effective corporate strategies to gain a competitive advantage, adapt to market changes, and seize new opportunities. Research in corporate strategy aims to uncover the factors that contribute to competitive success and help organizations navigate the complexities of the business environment. Organizational performance and success: Corporate strategy plays a crucial role in determining an organization's performance and long-term success. Effective strategic planning and implementation can lead to improved financial performance, market positioning, innovation, and sustainable growth. Researchers are interested in understanding how different corporate strategies influence organizational outcomes and identifying best practices for strategy formulation and execution (Alcacer, Collis & Sadun, 2021; Feldman, 2020). Corporate strategy is concerned with determining a multi-business firm's strategic direction, defining its appropriate scope, effectively organizing and managing diverse company's diversification (Arther & Thompson, 2004).

Corporate strategy includes expanding a company's operations into new frontier. It aims to increase revenue, market presence, and risk mitigation. Companies can pursue related or unrelated diversification, concentric or conglomerate diversification, depending on their resources, capabilities, and market opportunities. The ultimate goal is to create long-term value through growth and diversification. (Ndege, 2018).

Concentric strategy is a strategic approach that allows companies to expand their operations by adding new products or services related to their core business or technology. It leverages existing competencies, reduces risk, enhances resource utilization, and creates new growth opportunities. By building upon their strengths and exploiting similarities, companies can increase their competitiveness and achieve synergies when entering related businesses. Concentric strategy can help companies reduce risk by expanding their business without straying too far from their core

competencies. It can also lead to economies of scale and scope by allowing the company to share resources and reduce costs across its different product lines. The benefits of concentric strategy include the ability to leverage existing resources and capabilities, reduce costs through economies of scale, and mitigate risk by entering related markets. However, there are also potential drawbacks, such as the risk of spreading resources too thin and diluting the company's core competencies (Yu, 2012). Concentric strategy therefore can be a viable strategy for companies looking to expand their product or service offerings while leveraging existing resources and capabilities. Careful analysis and planning are crucial when implementing a concentric strategy. It requires aligning the new products or services with the company's overall goals and objectives, conducting market and resource assessments, assessing risks, developing an implementation plan, and continuously evaluating and adjusting the strategy. By taking these steps, the company can increase its chances of success and effectively leverage its existing strengths in new business areas.

Horizontal integration is a business strategy where a company expands its operations by acquiring or merging with other companies in the same sector. The aim is to increase market share, reduce competition, and achieve economies of scale. The advantages of horizontal integration strategy are that it can lead to cost savings, increased market power, and better bargaining power with suppliers. However, it can also lead to antitrust concerns and reduced competition in the market (Ismail&Wahab, 2018). Horizontal integration, as a strategy, can indeed have several benefits for organizations, including cost savings and improved shareholder value. Horizontal integration's success as a management strategy is dependent on a number of factors, including effective integration planning, cultural alignment, proper execution, and the ability to capture and sustain synergies. Additionally, potential drawbacks such as integration challenges, increased

operational complexities, and regulatory considerations should also be carefully managed (Loukianova, Nikulin, & Vedernikov, 2017).

According to Pawlak, Koodziejczak and Xie (2019) horizontal integration can certainly provide businesses with a competitive edge and various advantages. By integrating or purchasing a business that operates in the same industry and produces similar products or services, a company can benefit from economies of scale, reduced costs, increased market power, and improved efficiency. One advantage of horizontal integration is the potential to reduce competition in the industry. By acquiring or merging with competitors, a company can eliminate some of the rivalry that existed before, allowing them to gain a larger market share and potentially increase their profits.

Another advantage is the ability to access new markets. When a firm integrates or purchases a business with distribution networks in different regions or serving different consumer segments, they can expand their customer base and increase their revenue streams. This can be particularly beneficial for companies that are looking to grow and diversify their operations. According to Kumar (2019), a horizontal merger refers to the consolidation or combination of two or more companies operating in the same industry or comparable lines of business. Concentric strategy often involves targeting companies with similar markets, production capabilities, and production life cycles. This strategic approach allows companies to leverage their existing strengths and resources to expand into related businesses. By targeting similar markets and utilizing shared capabilities, companies can increase their competitiveness, achieve synergies, and create value in new product lines or markets (Green, 2016).

According to Levy, Spiegel and Gilo (2018) an acquisition is a transaction where one company (the acquiring company) purchases another company (the target company). The

acquiring company may acquire a majority stake or controlling interest in the target company without buying all of its ownership shares. The specific terms and conditions of an acquisition can vary depending on the nature of the transaction, regulatory requirements, negotiations between the acquiring and target companies, and other factors. The strategic objectives and financial considerations of the acquiring company are key factors in determining the extent of an acquisition and the resulting decision-making authority over the target company. It is important to carefully evaluate these factors and undertake comprehensive checks to ensure that the acquisition aligns with the acquiring company's objectives and maximizes value creation.

On the other hand, the concept of vertical integration predates his actions and was not created by him. Companies in various industries throughout history have practiced vertical integration. Vertical integration is a strategic approach that has been utilized by various businesses across different sectors throughout history, with the aim of enhancing control, efficiency, and profitability (Ashay & Ananda, 2001; Schmenner, 2009). Vertical integration can be an effective corporate strategy to gain a competitive edge, reduce costs, and increase market control. However, it is important to carefully evaluate the potential risks, costs, and benefits associated with vertical integration and ensure that the company has the necessary investments, operational expertise, and management capabilities to successfully integrate and manage the added activities. A thorough assessment and strategic fit analysis are essential in determining the viability and suitability of vertical integration as a strategy for a particular company (Hovenkamp, 2010). Vertical integration can also be used to share marketing function by firms (Ayinde, et al. 2017). The extent and nature of internal and external integration may vary depending on the company's industry, specific circumstances, and strategic goals. The alignment between internal and external integration to create a cohesive and efficient

value chain that supports the company's overall strategy and objectives (Prajogo, et al. 2012). Internal integration focuses on the coordination and alignment of activities within the organization, including process optimization, functional roles, and the consolidation of various stages of the value chain within the company. The extent of integration in both upstream and downstream activities can vary depending on the company's industry, strategic goals, and specific circumstances. The critical factor is achieving an appropriate equilibrium and degree of cohesion that aligns with the organization's overarching strategic objectives and enhances its competitive standing in the marketplace.

To determine the extent to which Kenyan State Corporations have maintained their current position or achieved high growth, it would be necessary to conduct empirical research that examines the performance and strategic outcomes of these organizations over a specific period. This research could involve analyzing financial indicators, market share, revenue growth, and other relevant performance metrics of Kenyan State Corporations. Corporate strategies are the decisions made by organizations to maintain their position and strive for greater success. (Kutllovci, Shala, & Troni, 2012).

It is also unclear from the literature the extent to which Kenyan State Corporations have maintained their current position to achieve high growth. The concept of corporate strategy has broad interdisciplinary appeal and has attracted attention from various academic disciplines. Corporate strategy is important in shaping the overall direction and managerial practices of a firm. It involves making objective oriented decision making. Corporate strategy encompasses various elements, such as identifying target markets, developing competitive advantages, allocating resources, and formulating plans to achieve sustainable growth and success.

Corporate strategy aims to align the internal resources, capabilities, and activities of a firm with its external environment to create value and sustain competitive advantage. By understanding the external factors, identifying opportunities, leveraging internal strengths, and responding effectively to market dynamics, organizations can thrive and achieve their strategic objectives (Wheelen & Hunger, 2012). Corporate strategy encompasses the allocation of resources and the diversity of product/services or business units within an organization. It is indeed related to the expectations of the firm's stakeholders, including shareholders who hold ownership in the company. Shareholders are often considered the most important stakeholders due to their investment in the firm and their expectation of returns (Amr, 2014). Local research has shown that execution of corporate strategy influence firm performance of Kenyan companies (Awino, Ogaga & Michuki, 2017) yet not much is documented how state Corporation use execution of corporate strategies to achieve higher performance which is the objective of the current study.

Corporate strategies therefore are very important in achieving organizational vision, strategic objectives and goals. There are various corporate strategies that firms implement to achieve their specific objectives and therefore pushing them to the realization of their vision. For the case of this study, the corporate strategies which were analyzed include; concentric strategy, horizontal integration strategy, vertical integration strategy and collaboration diversification. Corporate strategies are applied differently by businesses based on their market objectives and the competitive advantage they seek to achieve. Different corporate strategies, such as concentric, horizontal integration, vertical integration, and collaborative diversification, are utilized based on the specific goals and circumstances of the company. The market objective and competitive advantage pursued

by a company play a crucial role in shaping its corporate strategy and strategic decisions (Johnson, 2016).

Globally, when it comes to horizontal integration strategy, there are potential synergies that can be realized both operationally and financially. Overall, the operational and financial synergies from horizontal integration can contribute to organizational efficiency and improved performance. It is crucial to recognize that realizing these combined benefits demands meticulous preparation, efficient consolidation procedures, and the capability to adeptly navigate the intricacies involved in merging diverse operational divisions or organizations (Greve & Zhang, 2017). The discovery of horizontal integration strategy as a continual process in the banking sector of Nigeria highlights the dynamic nature of the industry and its response to globalization. While horizontal integration can bring both positive and negative effects on bank performance, careful planning, effective integration management, and adaptation to the changing global landscape are crucial for banks to thrive in the face of globalization and realize the benefits of horizontal integration (Onotu & Yahaya, 2016). In South Africa and many other regions, horizontal integration generates development and strategic competitive advantage. (Ismail & Wahab, 2018).

Horizontal integration allows organizations to consolidate their operations and resources, leading to economies of scale. By increasing their size and market share through mergers or acquisitions, firms can gain from cost savings, improved efficiency, and enhanced bargaining power with suppliers. Economies of scale can result in lower production costs, higher profitability, and a competitive advantage. Horizontal integration allows organizations to enter new markets or expand their reach within existing markets. By acquiring companies that operate in different geographic regions or target different customer segments, organizations can diversify their revenue streams and reduce their

reliance on specific markets. This provides opportunities for growth, reduces business risks, and enhances strategic flexibility.

Corporate-startup collaborations is a phenomenon where corporations work together with startups to create innovation. The ability of startups to understand new market knowledge about customers' expectations and industry trends, and identify innovative projects, is an attractive attribute for corporations to initiate corporate-startup collaborations (Urbaniec and Zur, 2020). Newer strategy of corporation-startup collaboration has gained popularity in more recent years (Bruse, Böhmer and Lindemann, 2016). Fodo (2020) examined the role of collaboration in inclusive education from the perspectives and practices of teachers, finding that collaboration is essential for the effective implementation of inclusive education (IE) in South Africa. Consequently, the Department of Education (DoE) should allow schools to identify their specific needs in order to receive targeted training. Corporations reaching out to startups to either collaborate with them or acquire them has become a popular strategy for innovation (Weiblen and Chesbrough, 2015). Drawing from this body of research, the author of the present investigation consequently selected collaborative approaches as a strategic framework.

1.1.2 Performance of Commercial State Corporations

Commercial state corporations are integral to the economic and social frameworks of many nations, serving to fulfil public objectives while operating in competitive markets, these entities are designed to balance commercial efficiency with social responsibility aiming to achieve profit generation while addressing the needs of the public. They often occupy strategic sectors such as energy, transport and telecommunications where they play crucial role in national development and Infrastructure improvement. The

performance of commercial state corporations can be influenced by several factors including: governance structures, regulatory environments and market conditions. Effective governance is crucial for ensuring that these corporations operate efficiently and transparently (OECD, 2016) .

Changing customer needs and expectations, changing investor demands, demographic changes, political and cultural changes, economic crises, information technology and innovations, globalization, and electronic commerce are all examples of potential challenges in the modern business environment. These changes have not only had a significant impact on corporate performance, but have also forced corporations to rethink and re-formulate their corporate strategies in order to stay afloat. Furthermore, the turbulent and competitive business environment in the global market has indeed led many organizations to recognize the importance of corporate strategy implementation for enhancing organizational performance. Researchers have extensively researched the issues that influence company performance, and the type of corporate strategies developed and implemented is considered a significant determinant (Awino, Ogaga, & Machuki, 2017).

Measuring organizational performance is a well-established concept in academic management literature, and it is applicable to both the commercial and public sectors. Organizations can assess their effectiveness, efficiency, and overall success in achieving their goals and objectives by measuring performance. This assessment provides useful information for decision-making, strategy development, and continuous improvement efforts (Bourne et al., 2018Gaging Performance assists managers in planning activities and ensuring that organizational strategies are carried out (Lebec, 2021). Scholars have examined methods for evaluating effectiveness in government and nonprofit organizations (Micheli & Kennerley, 2005; Radnor & McGuire, 2004; Osborne et al.,

2015). Furthermore, unlike the private sector, measurement in the public sector is overseen by an external body that conducts inspections (Moxham, 2009; Rashman & Radnor, 2005), and performance targets are typically set by governments (Propper & Wilson, 2003). Effective organizational performance measurement contributes to State Corporations' long-term viability. It informs its many stakeholders, including funders, about the value for money received and the quality of service delivery (Lebec, 2021).

Organizational performance is productivity and achievement of projected goals and objectives. It represents the extent to which an Organization has successfully executed its strategies, utilized its resources, and delivered results in alignment with its intended outcomes (Upadhaya, Munir, & Blount, 2014). The perception of an organization's valuable resources being used to accomplish a common goal determines its performance. In addition to financial indicators, nonfinancial indicators that encompass various dimensions of the organization's impact and effectiveness are used to measure organizational performance. The statement by Combs, Crook, and Shook (2015) emphasizes that nonfinancial indicators contribute to a more complete picture of performance by considering factors beyond economic outcomes. These indicators capture aspects such as organizational efficiency, effectiveness, process improvement, and other non-monetary aspects that influence the overall success of an organization.

All-inclusive performance measurement entails both financial and nonfinancial dimensions of an organization's performance. By encompassing all relevant aspects of performance, organizations can obtain a more complete understanding of their overall success and growth (Kaplan & Norton, 1996; Hillman & Keim, 2001). The degree to which firms understand their competitors' strengths, weaknesses, tactics, strategies, and potential is referred to as competitor orientation. Competitor orientation is an important aspect of competitive analysis and strategic management. It involves actively gathering

information, analyzing, and monitoring the actions, capabilities, and strategies of competitors to inform decision-making and gain a competitive advantage (Day & Wensley, 1988: Narver & Slater, 1990: Noble, Sinha, & Kumar, 2002), performance measurement systems always include more than financial measurement.

Non-financial assets are increasingly being considered alongside traditional financial assets in today's business environment, according to performance management tools. Nonfinancial measures provide a more complete understanding of organizational performance and allow managers to make decisions that are more informed. The Balanced Scorecard (BSC) is one such tool that combines operational metrics from various perspectives to provide a comprehensive view of the business (Gomes & Romo, 2017). While the original BSC framework does not have a dedicated environmental perspective, organizations have the flexibility to customize and expand the framework to incorporate environmental or sustainability considerations as a fifth perspective. Tailoring performance metrics enables entities to harmonize their assessment frameworks with sustainability objectives and acknowledge the significance of ecological impact (Figge & Hahn, 2002).

Excellent operational performance is critical for improving overall business performance and gaining a competitive advantage in today's volatile global market. To achieve exceptional business performance, organizations must prioritize the optimization of their operational processes, efficiency, and effectiveness. The Balanced Scorecard model acknowledges that fiscal indicators by themselves do not offer a complete picture of organizational effectiveness. To achieve a more holistic evaluation, it integrates other viewpoints including client satisfaction, operational procedures, and capacity for innovation and development (Zawawi & Hoque 2019; Moynihan, 2021).

According to Camilleri (2021), Balanced Scorecard (BSC) is utilized in strategic planning and performance management; evaluating financial and non-financial performance: The BSC takes an acceptable approach, taking into account both financial and non-financial performance indicators. It recognizes that financial indicators alone may not provide a comprehensive view of organizational success. Customer satisfaction, employee engagement, process efficiency, and innovation, are incorporated to provide a more holistic assessment of performance; linking goals, values, and vision. The BSC connects the organization's goals, core values, and future vision to its strategies, objectives, and activities for continuous improvement.

It ensures that the performance measures selected are directly aligned with the organization's overall direction and purpose. This alignment helps create a cohesive framework for decision-making and guides efforts toward achieving the desired outcomes; Alignment with overall strategy: Organizations often employ the Balanced Scorecard in strategy development to align activities with overarching goals and vision. It facilitates the conversion of strategic aims into concrete actions and programs that enhance performance. By connecting performance metrics to strategy, the BSC directs resources and efforts towards areas most crucial for achieving strategic objectives (Bose & Thomas, 2007).

BSC explains an organization's strategic dimensions and connects them to key performance indicators (KPIs); thus, the key component of BSC is to use various forms of measurements that are aligned with organizational goals (Sargül and Coşkun, 2021). BSC provides a valuable framework for connecting projects and programs within an organization. It establishes a clear link between projects, KPIs, and the organization's goals, mission, vision, and strategy.

A key benefit of the Balanced Scorecard (BSC) is its ability to align projects with strategic goals. Integrating BSC into project management ensures efforts focus on strategic priorities. It aids in project prioritization and resource allocation based on strategic fit. The BSC uses Key Performance Indicators (KPIs) to measure goal achievement across its four perspectives: financial, internal processes, learning and growth, and customer. These KPIs help track progress, identify strengths and weaknesses, and inform decision-making. By encompassing these four distinct viewpoints, the BSC provides a comprehensive assessment of organizational performance, balancing various aspects of business activities and results (Camilleri, 2021).

The Balanced Scorecard (BSC) provides a structured approach to assess and measure the complex activities within an organization's operations. It enables organizations to identify key performance indicators (KPIs) for each perspective and set targets to monitor performance. Assessing complex activities: The BSC recognizes that organizational performance is influenced by various factors across different perspectives. It helps organizations break down their operations into manageable components and evaluate performance within each perspective. Identifying key performance indicators (KPIs): The BSC assists organizations in identifying KPIs that are relevant to each perspective.

KPIs are specific metrics that provide insight into performance within a particular area. By selecting appropriate KPIs, organizations can focus on measuring the most critical aspects of their operations and align them with their strategic objectives. Measuring and monitoring: The BSC enables organizations to measure and monitor their performance using the identified KPIs. Regular monitoring of KPIs allows organizations to track progress, identify trends, and compare actual performance against targets. It provides a

mechanism to identify areas of success and areas that require improvement (Shariff et al., 2020). The finding from the survey conducted by 2GC Limited, indicating that nearly 80% of organizations found their Balanced Scorecard (BSC) to be as or more beneficial during the Covid-19 pandemic, highlights the value and resilience of the BSC during challenging times.

1.1.3 Strategic Plan Implementation

The implementation of strategies has gradually increased interest in management research. Strategy implementation is crucial for an organization's survival and success (Kihara, Bwisa & Kihoro, 2016). It is the bridge between strategy formulation and achieving desired outcomes. By effectively implementing strategies, organizations can enhance their performance, adapt to changes, in a dynamic and competitive business environment, and position themselves for long-term success (Elbanna, Andrews &Pollanen, 2015). Fawed implementation can indeed hinder the delivery of expected results even with an outstanding strategy in place. While developing a sound strategy is important, it is equally critical to ensure its effective implementation to achieve the desired outcomes (Raes, Heijlties, Glunk & Roe, 2011; Hickson, Miller & Wilson, 2003). Gebhardt and Eagles (2014) posited that successful strategy implementation involves clear goals, effective leadership, engaged employees, clear communication, resource allocation, monitoring, and organizational agility.

When organizations excel in these areas, they increase their chances of exceeding their strategic plan targets and achieving remarkable organizational performance (Njagi & Kombo, 2014). Various factors can contribute to strategy implementation failure. Ineffective or insufficient leadership: Ineffective or insufficient leadership can stymie the successful implementation of a strategic plan. Leaders must provide clear guidance,

support, and direction to ensure that the strategy is carried out effectively. Lack of leadership commitment, vision, or alignment with the strategic objectives can lead to implementation failures; Lack of commitment from decision-makers: If key decision-makers within the organization are not fully committed to the strategic plan, it can lead to a lack of support, resources, and direction. Employee morale and engagement in the implementation process can suffer because of their skepticism or resistance (Kalali, Anvari, Pourezzat, &Dastjerdi, 2011; Variyam &Kraybill, 2013; Mbaka & Mugambi, 2014; Kibicho, 2015; Mwangi, 2016; Odero, 2016).

Strategy execution is a complex and critical process. It entails translating strategic plans into actionable steps and initiatives that can be carried out across the organization. The implementation phase includes activities such as organizational structure development, control system design, and culture management, all aimed at aligning the firm's resources and capabilities to achieve performance (Jooste & Fourie, 2009; Sorooshian, Norzima, Yusuf, & Rosnah, 2010). The process of strategy implementation determines whether a company excels, survives, or dies (Barnat, 2012) depending on how the stakeholders approach it. According to Parakhina, Godina, Boris and Ushvitsky (2017) implementation is a crucial component of the strategic planning process. It entails carrying out strategies and plans to achieve organizational goals. Implementation bridges the gap between strategic thinking and operational actions, ensuring that intended strategies are effectively implemented (Waithaka, 2017).

Favaro (2015), Strategy implementation has indeed garnered significant interest in management research. Academics and investigators acknowledge that a strategy's success depends not only on its design but also on its execution. Consequently, research has explored the diverse elements, mechanisms, and obstacles involved in putting strategies into practice. According to Kihara, Bwisa and Kihoro (2016) the

implementation is a vital for performance. While strategy formulation establishes the direction and goals for the organization, it is through effective implementation that those goals are translated into action and tangible results are achieved (Elbanna, Andrews & Pollanen, 2015) flawed implementation can hinder the effectiveness of even the most outstanding strategy (Raes, Heijlties, Glunk & Roe, 2011; Hickson, Miller & Wilson, 2003). Existing research does not definitively indicate whether the underperformance and difficulties encountered by Kenyan State Corporations stem from issues in implementing their corporate strategies. This study aims to shed light on this potential connection.

According to Gebhardt and Eagles (2014), successful strategy implementation is defined by exceeding the strategic plan's targeted goals and objectives. When actual performance exceeds set targets, it indicates that the organization has executed its strategies effectively and achieved exceptional results (Njagi & Kombo, 2014). Failure to implement a strategy can be attributed to a variety of factors (Odero, 2016; Mbaka & Mugambi, 2014; Variyam & Kraybill, 2013; Kibicho, 2015; Mwangi, 2016). The current study analyzed corporate strategic plans, which are used to implement corporate strategies.

Strategic planning is essential for optimizing organizational performance. It lays the groundwork for aligning the organization's actions and resources with its long-term goals and objectives. Macmillan and Tampoe, (2014) Strategic planning provides a clear direction, aligns resources, and guides decision-making to set the stage for effective organizational performance. It enables the organization to proactively identify and pursue opportunities, mitigate risks, and achieve its desired outcomes. Strategic planning is an ongoing process, and organizations should regularly review and update their strategies to adapt to changing circumstances and ensure continued success. According

to Thompson and Strickland (2014), while strategic plan implementation provides the framework for formulating and executing strategies, the presence of a facilitative internal environment and culture is crucial for the successful translation of the plan into tangible results.

Leadership plays a key role in creating a facilitative internal environment. Effective leaders communicate the strategic vision, set clear goals, and provide the necessary resources and support for implementation. They also foster a culture of accountability, collaboration, and continuous improvement, which are essential for driving strategy execution. This research seeks to investigate how extensively Kenyan state corporations have utilized strategic plan execution as a means to implement corporate strategies and enhance their performance.

The recommendations for restructuring and function rationalization in the state corporations are intended to transform the public sector and enhance its ability to meet the needs and expectations of citizens. By improving the performance and competitiveness of these entities, the government aims to create a more responsive, efficient, and citizen-centric public service (GOK, 2013) 75 state corporations were recommended for restructuring. This was done to improve efficiency, effectiveness, productivity, and competitiveness in the delivery of services to citizens. The task forces also proposed function rationalization to eliminate overlaps, duplication, and redundancies, reducing the number of State Corporations from 262 to 187 (GOK, 2013). State Corporation restructuring is driven by the need to respond to public demands for better service delivery and to improve the overall performance of these entities. Through these efforts, the aim is to enhance efficiency, accountability, and effectiveness (Lankeu & Maket, 2012). While the use of strategic alliances as a corporate strategy in State Corporation restructuring in Kenya shows promise, more research is needed to assess

how effectively this strategy has been implemented and its impact on organizational performance.

The effectiveness with which state corporations deliver is a subject of interest and scrutiny. Governments and stakeholders frequently monitor and evaluate state corporation performance to ensure efficiency, effectiveness, and accountability. The government establishes state corporations to conduct commercial activities on its behalf. They operate in various sectors, are subject to industry-specific regulations, and can have different ownership structures. Understanding the unique characteristics and challenges of state corporations is important for effective governance, performance management, and public service delivery.

State corporations are expected to operate in a manner that is transparent, accountable and in line with the interests of the government and the public. Due to their close association with the government, state corporations can also be held liable for their actions. They are accountable for their performance, financial management, and adherence to legal and ethical standards. Governments and regulatory authorities oversee the operations of state corporations to ensure they fulfill their intended objectives and responsibilities. Overall, state corporations are instrumental in carrying out commercial activities on behalf of the government while adhering to relevant laws and regulations. These entities serve a crucial function in stimulating economic expansion, delivering fundamental services, and furthering the nation's overall progress (GoK, 2007). In Kenya, the government to fulfill both commercial and social objectives forms state corporations. State corporations are divided into functional categories based on their mandates and core functions, and each category serves a different purpose in contributing to the country's overall development and well-being (GoK, 2007).

The establishment of commercial state corporations is often driven by the need for specialized services and the recognition of lapses in the performance of general departments. These lapses could include inefficiencies, lack of expertise, inadequate resources, or limited capacity to deliver certain services effectively. As a result, the government may decide to create commercial state corporations to address these gaps and provide specialized services in a more focused and efficient manner (Carthaigh, 2012). While commercial state corporations are involved in commercial activities, their primary goal is not necessarily profit maximization.

Instead, they are established to provide essential products and services to the public, focusing on quality and meeting the needs of the citizens (Mwaura, 2012). Some commercial state corporations have faced financial challenges and incurred losses, which can become a liability for the government. These losses may be due to various factors such as mismanagement, inadequate governance structures, lack of market competitiveness, or changing economic conditions (Kibui, 2015). Analyzing the performance of commercial state corporations and investigating whether the losses can be attributed to a lack of effective corporate strategies is indeed an important research gap to address. This research, which evaluates commercial state corporations' effectiveness using the Balanced Scorecard (BSC) framework developed by Kaplan and Norton, aims to offer meaningful perspectives on the elements affecting their performance and pinpoint areas needing enhancement, (2001) where the researcher measured performance using the following measure indicators; financial performance which measured using Likert Scale of respondents view on performance measure indicators.

1.2 Statement of the Problem

Despite the increasing recognition of strategic planning as a critical component for organizational success, many commercial state corporations struggle to effectively implement these plans, leading to suboptimal performance outcomes. The objectives of commercial state corporations may vary depending on their sector, purpose, and the specific needs of the population they serve. (Mwaura, 2007). Commercial state corporations in Kenya perform diverse functions across various sectors (GoK, 2014). Commercial state corporations are established with the expectation of serving the needs of various industries, providing employment opportunities, and promoting citizen participation in economic activities. While some commercial state corporations have achieved notable successes in fulfilling their objectives in their performance (Republic of Kenya, 2013). Inefficiency and poor service delivery have been identified as significant challenges faced by some commercial state corporations in Kenya (Odhuno, Wadongo & Kambona, 2010).

Further investigation is needed to clarify the connection between business strategies and the effectiveness of Kenya's Commercial State Corporations. Such studies could examine the particular approaches these entities adopt, how well these align with organizational objectives, obstacles encountered during implementation, and the strategies' effects on performance. This research could offer valuable insights into factors determining the success or failure of corporate strategies in this setting, along with suggestions for enhancement (Frishammer & Horte, 2010).

The high percentage of state corporations with deficits in the financial year 2016/2017 highlights a significant challenge in terms of financial sustainability and performance for these entities. It suggests that despite the substantial financial support from the national

government, a considerable number of state corporations were unable to generate sufficient revenue to cover their expenses and ended up in deficit (GoK, 2017), an indication of ineffective corporate strategies. The choice of Commercial State Corporations is the deficits experienced by many of these entities. East African Portland Cement with a deficit of Sh1.58 billion and Postal Corporation of Kenya, highlight the magnitude of financial challenges faced by these state corporations (Sh1.58 billion), Kenya Broadcasting Corporation (Sh582.3 million). Other commercial state corporation that reported deficits include National Oil Corporation (395 million) and Kenya Safari Lodges and Hotels (Sh84 million) among others. These losses could partly be attributed to ineffective corporate policies design and executions.

Existing research on the effects of corporate strategies on performance has yielded conflicting results. Cicotelllo and Grant (2012) and Walker 201, for example, disagree on the relationship between corporate strategies and performance. As a result, when it comes to corporate risk management strategies, fund size is not the only determinant of risk or performance. It is important for organizations, regardless of their size, to have robust risk management processes in place, including thorough risk assessment, mitigation measures, monitoring, and ongoing evaluation of risk exposures. Organizations of any size can strive to achieve their goals and optimize their performance by effectively managing risks, despite the fact that Malhotra and Mcleod (2009) discovered contrasting results on the same topic. Over the years, various authors have conducted extensive research on the factors that influence a business's performance.

The mixed results can be attributed to various factors. While corporate strategies can be effective in driving organizational performance, their success is contingent on various factors, including the context, implementation, and adaptability of the strategy. Organizations should consider these factors and continuously evaluate and refine their

strategies to ensure their relevance and effectiveness in achieving their goals (Lankeu & Maket, 2012). This is what motivated the researcher of the current study to assess whether corporate strategies can affect performance of State Enterprises. Several factors, including the organization's internal capabilities and resources, external market conditions, competitive dynamics, and the ability to align the strategy with the organization's goals and objectives, can all have an impact on the effectiveness of corporate strategies. Before developing and implementing a corporate strategy, companies must conduct a thorough analysis of their internal and external environments, consider their strengths and weaknesses, and assess market opportunities and threats. This study seeks to address the gap in knowledge regarding the moderating effect of Strategic plan implementation on the relationship between corporate strategies and performance in commercial state corporations

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The General Objective of the study was to determine the moderating effect of strategic plan implementation on the relationship between corporate strategies and performance of Commercial State Corporations in Kenya.

1.3.2 Specific Objectives of the Study

To address the performance challenges of the Kenya's Commercial State Corporations, this research aimed to:

i. Assess the effect of concentric strategy on performance of commercial state corporations in Kenya
ii. Evaluate the effect of horizontal integration strategy on performance of commercial state corporations in Kenya

iii. Analyze the effect of vertical integration strategy on performance of commercial state corporations in Kenya
iv. Evaluate the effect of collaboration strategy on performance of commercial state corporations in Kenya
v. Analyze the moderating effect of the strategic plan implementation on the relationship between corporate strategies and performance of Commercial State Corporations in Kenya

1.4 Hypothesis of the Study

$H0_1$: Concentric strategy has no statistically significant effect on performance of Commercial State Corporations in Kenya

$H0_2$: Horizontal integration strategy has no statistically significant effect on performance of Commercial State Corporations in Kenya

$H0_3$: Vertical integration strategy has no statistically significant effect on performance of Commercial State Corporations in Kenya

$H0_4$: Collaboration strategy has no statistically significant effect on performance of Commercial State Corporations in Kenya

$H0_5$: Strategic plan implementation has no statistically significant moderating effect on the relationship between corporate strategies and performance of Commercial State Corporations in Kenya.

1.5 Justification of the Study

The relationship between corporate strategies and performance has been a pivotal area of research in management and organizational studies. In the context of commercial state corporations in Kenya, this relationship is particularly relevant due to the unique

operational environment these entities navigate, characterized by public accountability, political influence, and socio-economic challenges.

1.5.2 Relevance of Strategic Planning

Strategic planning serves as a critical framework for aligning organizational objectives with broader national goals. In Kenya, where state corporations play a significant role in economic development, understanding how effective strategic plan implementation can enhance the impact of corporate strategies on performance is vital. This study aims to fill a gap in the literature by exploring this moderating effect, thereby providing insights that can inform better decision-making in public sector management.

1.5.3 Performance Improvement

With the ongoing push for efficiency and accountability in public enterprises, identifying factors that enhance performance is essential. By focusing on the moderating role of strategic plan implementation, this research can reveal how systematic execution of strategies can bolster the performance of state corporations, offering practical implications for managers and policymakers aiming to optimize resource utilization and service delivery.

1.5.4 Contextual Significance

The Kenyan context presents unique challenges, including political dynamics, resource constraints, and varying stakeholder expectations. Investigating how strategic plan implementation interacts with corporate strategies in this specific environment can yield findings that are contextually relevant and applicable to other emerging economies facing similar issues.

1.5.5 Contributing to Theory and Practice

This study will contribute to both theoretical and practical understanding of strategic management in the public sector. By identifying and articulating, the mechanisms through which strategic plan implementation moderates the relationship between corporate strategies and performance, the research will enhance existing theories in strategic management while providing actionable recommendations for practitioners in state corporations.

1.5.6 Policy Implications

The findings of this study could inform policy frameworks aimed at enhancing the performance of state corporations, contributing to broader efforts for economic growth and development in Kenya. Policymakers will benefit from insights into how strategic planning processes can be optimized to ensure that corporate strategies translate into tangible performance outcomes.

In conclusion, this study is justified by its potential to bridge theoretical gaps, enhance the practical understanding of strategic management in public enterprises, and contribute to the ongoing discourse on improving performance in Kenya's commercial state corporations. The research findings will be instrumental for stakeholders seeking to navigate the complexities of strategy implementation in the public sector, ultimately aiming for improved efficiency and service delivery.

1.6 Significance of the Study

The novelty of the current study is that it will inform Commercial State Corporations on how to design and implement effective corporate strategies as a road map to value creation by proactively utilizing their resources to meet the corporations' business objectives and long-term competitive advantage. This can be accomplished by focusing

on research to become market leaders. The current study's findings will enable firms to access a broad range of corporate strategy knowledge, allowing them to compete with private corporations in Kenya, Africa, and around the world at the active innovation strategy level.

The examination of strategic plan implementation as a moderator is particularly important because of the advantage of corporate strategies is not solely determined by their formulation, but also by how well they are implemented. It recognizes that translating strategies into action and achieving the desired outcomes is an important aspect of organizational performance. Finally, the study's findings on the assessment of the relationship between corporate strategies, strategic alliances, strategic plan implementation, and performance of Commercial State Corporations in Kenya will broaden the knowledge of scholars such as public policy specialists, strategic management specialists, corporate governance specialists, financial management specialists, customer relations specialists, and organization re-engineering specialists. By exploring this this relationship, the research aims to provide insights that can enhance strategic decision-making and improve overall performance in these organizations

1.7 Scope of the Study

The approach taken by the study to investigate the moderating effects of strategic plan implementation on the relationship between corporate strategies and performance of Commercial State Corporations in Kenya using the Balanced Scorecard framework appears comprehensive and methodologically sound. The study's goal was to provide a comprehensive view of organizational performance by incorporating all four Balanced Scorecard indicators: financial performance, customer perspective, internal process performance, and organizational learning performance. The use of a sample of 99 senior

managers from state corporations is a reasonable approach for gathering information on the moderating effects of strategic plan implementation. Senior managers are likely to have valuable insights into the formulation and implementation of corporate strategies and their impact on performance. The study was done from May 2021 to October 2024.

1.8 Limitations and Delimitations of the Study

The following constraints may prevent the study from meeting its goal and testing its hypotheses: The sample size of 1,026 senior executives may be insufficient to generalize the findings to all Kenyan state corporations. In some cases, respondents was concerned about the study's purpose, which may lead to them providing inaccurate information, compromising the validity of the collected data.

1.9 Assumptions of the Study

The study was conducted under several assumptions. Firstly, it assumed that the respondents would possess a comprehension of corporate strategies, encompassing concentric, horizontal integration, vertical integration, and collaboration strategies. Secondly, it assumed that the respondents would grasp the measurement of corporate performance utilizing the Balanced Scorecard Model. Lastly, it assumed that the respondents would fully engage with and respond to all the questions presented in the questionnaire.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Contingency Theory

This theory was advanced Fred Edward Fielder in 1964. He posits that a leader's effectiveness is contingent upon the match between their leadership style and situational factors. Effectiveness of corporate strategies depends on various situational factors. It suggest that strategic plans implementation can serve as a moderating factor where the effect of corporate strategies on performance varies based on how well strategies are implemented. This work laid the groundwork for understanding how leadership can be adjusted based on contextual variables. Donaldson, (2001) expands on the original concepts by categorizing contingencies into factors such as size, technology, environment, and strategy. He argues that organizations that align their structures with these contingencies will be more effective. Mintzberg, (1979) further discusses the structural configurations of organizations and how different environments necessitate different organizational forms. He categorizes organizations into five basic structures: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy, each suited to specific contingencies.

Scott, (1998) explored how organizations operate within various environments and how these external factors shape organizational behavior. He emphasizes the importance of adaptability to changing environmental conditions. According to Duncan (1972), uncertainty in the environment influences organizational decision-making processes. Venkatraman & Camillus, (1984) emphasizes the need for strategic alignment between the organization's strategy and its structure, arguing that strategic effectiveness is

contingent upon this alignment. Organizations can design their structures to effectively respond to various contingencies, emphasizing the need for flexibility and responsiveness in organizational design (Galbraith, 1973). Pfeffer, & Salancik, (1978) criticizes traditional contingency theory by highlighting the importance of power dynamics and resource dependencies in shaping organizational behavior. Hrebiniak, & Joyce, (1985) who calls for a synthesis of contingency theory with other frameworks to better understand organizational adaptability, support this. Contingency theory remains a vital perspective in organizational studies, providing insights into how organizations must align their structures and strategies with various contextual factors. The literature reveals a rich exploration of how different contingencies ranging from environmental uncertainties to internal dynamics affect organizational effectiveness. Continued research in this area promises to further refine our understanding of the complexities inherent in organizational management. Contingency theory underscores the importance of strategic plan implementation as a key variable that can influence how corporate strategies affect performance outcomes, highlighting the necessity of contextual awareness in management practices (Hrebiniak & Joyce, 1985)

2.1.2 Dynamic Capacities Theory

In the early 1990s, David J. Teece introduced the dynamic capabilities view of a firm, which is an influential theoretical framework that builds on the resource-based view (RBV) of the firm (Teece, 1997). Teece's dynamic capabilities concept emphasizes the importance of a company's ability to sense, seize, and transform a changing business environment. It goes beyond a static view of resources and capabilities to highlight the dynamic processes that enable businesses to adapt and innovate over time. Dynamic capabilities enable firms to respond to market disruptions, capitalize on new opportunities, and achieve long-term success by focusing on the integration,

construction, and reconfiguration of resources and capabilities. It emphasizes the significance of a company's ability to learn, adapt, and innovate as key drivers of competitive advantage.

According to Barney (2017), the dynamic capability view theory framework emerged in the 1980s and 1990s because of Teece's major works. J. Barney (Corporate assets and long-term competitive advantage). Critics criticize Dynamic Capability View Theory for failing to recognize that the environment in which organizations operate today is dynamic and turbulent (Barney, 2017). The Dynamic Capabilities Theory or Organizational Approach arose from an effort to reconsider the dynamic capability theory's applicability in the dynamic environmental context that characterizes today's organizations.

Teece (1997) defines capability as a company's ability to effectively use its resources to complete tasks or activities in the face of difficult circumstances or opposition. Teece contends that capabilities are the result of dynamic and strategic combinations of tangible and intangible assets, such as physical, financial, human, and intellectual resources. Firms develop distinct capabilities that are difficult for competitors to imitate or replicate through the strategic integration and coordination of these resources. Teece emphasizes the importance of stable patterns of behavior and the ability to modify them in the dynamic capability theory, as discussed by Eisenhardt and Martin (2000), highlighting the significance of consistent behavioral patterns and the capacity to adapt them. These routines provide a foundation for building and leveraging capabilities, allowing firms to respond to market dynamics, exploit opportunities, and stay ahead of competitors. The dynamic capability approach, as explored by Teece (1997), in a turbulent environment, firms need to be proactive in identifying new opportunities, anticipating market trends, and adapting their competencies accordingly. This requires a

learning-oriented mindset, a willingness to explore new possibilities, and an ability to integrate different competencies and knowledge domains to create value. It emphasizes the importance of a firm's ability to sense environmental shifts, seize opportunities, and transform its capabilities to match the evolving demands of the market. The dynamic capability theory recognizes the need for firms to not only possess valuable resources and capabilities but also to actively adapt and align them with the changing external environment. It emphasizes the importance of agility, learning, and strategic reconfiguration to enable firms to maintain competitiveness and achieve long-term success in dynamic and uncertain business contexts.

To achieve high performance sensing, seizing, and transforming an organization, processes, business models, technology, and leadership skills are all required. Firms with strong dynamic capabilities demonstrate technological and market agility; they can develop new technologies, differentiate and maintain superior processes, and modify their structures and business models to stay ahead of the competition, in tune with the market, and even shape and reshape the market as needed (Teece, 1997).

The dynamic capability theory was used to analyze the moderator of strategic plan implementation on corporate strategies and performance the Corporations in Kenya. The dynamic capability theory provides an appropriate framework for understanding how organizations can adapt to and respond to changes in their external environment while also effectively implementing strategic plans. Execution of strategic plans is a dynamic capability. It refers to a company's ability to execute its strategic plans effectively and adapt them as needed in response to changes in the business environment. Strategic plan implementation aims to achieve the strategic plan's desired goals and outcomes by leveraging the organization's resources, competencies, and learning processes.

2.2.3 Resource Based View Theory

Birger Wernerfelt advanced this theory in 1984. The theory posits that a firm's unique resources and capabilities are critical to achieving and sustaining competitive advantage. It emphasizes the importance of firm specific resources and capabilities in achieving competitive advantage. It suggests that effective implementation of strategic plans can enhance the utilization of resources, thus improving corporate performance. Barney (1991) elaborates on the characteristics of resources that lead to a sustainable competitive advantage, emphasizing the importance of resources as being valuable, rare, inimitable, and non-substitutable. Amit and Schoemaker (1993) distinguishes between strategic assets and resources, discussing how the effective management of resources can create economic rents for firms. They emphasize the importance of strategic assets in achieving competitive positioning. Grant (1991) further expands on the RBV by categorizing resources into tangible and intangible assets and discussing how these resources contribute to competitive advantage.

Teece, Pisano, and Shuen, (1997) introduces the concept of dynamic capabilities, emphasizing that a firm's ability to integrate, build, and reconfigure internal and external competencies is crucial for adapting to changing environments. Priem and Butler (2001) criticizes the RBV for its lack of clarity and operationalization, arguing for the need to better define resources and their measurement. Wang and Ahmed (2007) who highlights the ongoing evolution of the RBV, suggesting that future research should integrate dynamic capabilities into the RBV framework to better understand how firms adapt to changes, support this. The Resource-Based View has significantly shaped strategic management theory by highlighting the importance of internal resources and capabilities in achieving competitive advantage. The Resource-Based View Theory highlights the importance of corporate strategies and performance in relation to the unique resources

and capabilities of the organization. It underscores that effective strategic plan implementation is essential for maximizing the potential of organizations resources, ultimately leading to improved performance in Commercial State Corporations.

2.2.4 The Transaction Cost Theory

Transaction Cost Theory (TCT), also known as Transaction Cost Economics (TCE), has indeed emerged as a significant theoretical framework in the analysis of various strategic and organizational issues. Oliver E. Williamson is widely recognized as the main proponent of this theory, with his seminal work published in 1979. Over time, TCT has gained prominence and been applied in diverse areas of study, including firms' boundaries, vertical integration decisions, acquisitions, networks, and hybrid governance forms. It provides a lens through which researchers and practitioners can analyze and understand the costs and benefits associated with different organizational arrangements. TCT focuses on the notion that economic transactions between individuals or organizations are not costless. There are transaction costs involved in coordinating, contracting, and monitoring these transactions. The theory posits that the choice of organizational structure is influenced by the desire to minimize these transaction costs.

Overall, Transaction Cost Theory provides a framework for understanding the rationale behind firms' choices regarding internalization or collaboration through strategic alliances. By analyzing transaction costs and the potential for opportunism, the theory helps explain the benefits and challenges associated with different organizational arrangements and guides firms in optimizing their exchange relationships (Ivatury & Mas, 2008). According to Hennart (2008), the equity link between strategic partners and their ventures is preferable to coordination through spot markets or contracts.

Curseypas, Harnart, and Silverman (2020) investigated Transaction Cost Theory by examining past achievements, current challenges, and future predictions. They believe that Transaction cost theory (TCT) has successfully been applied as organizational phenomena, as evidenced by a large and evolving body of research. However, because of the theory's widespread popularity, significant advances in some fields have not spread to others. In doing so, we examine TCT's assumptions, key concepts, and evolving theoretical logic. It is important to note, however, that TCT is not without its flaws and limitations. Some scholars argue that the theory may oversimplify complex organizational realities and overlook other important factors, such as social and cultural dynamics. Nevertheless, TCT remains a valuable and widely used framework in organizational studies, offering valuable insights into the economic factors that shape organizational behavior and performance. This theory while examining the impact of strategic alliances on the performance of Kenyan Commercial State Corporations using Transaction Cost Theory (TCT) can provide valuable insights into the rationale and outcomes of these cooperative arrangements.

TCT can assist in understanding the factors that influence strategic alliance formation, as well as the potential impact on transaction costs and overall performance. The study can contribute to the understanding of alliance formation, governance mechanisms, and their implications for organizational performance by using TCT to analyze the effect of strategic alliances on the performance of Commercial State Corporations in Kenya. The findings can help managers and policymakers in Commercial State Corporations understand the benefits, challenges, and best practices of strategic alliances, thereby supporting their decision-making processes and improving overall performance.

2.3 Empirical Literature Review

2.3.1 Concentric Strategy on Performance of Commercial State Corporations

Turgay, Saydam, and Rawashdeh (2012) adopted similar strategies in Kenya Commercial State Corporations, this can help to understand their potential effects in comparison to Jordanian private Corporations. The current study among Kenyan Commercial State Corporations aimed at examining whether similar positive relationships exist between these strategies and corporate performance by implementing cost cutting and differentiation strategies. This involves evaluating the extent to which cost reduction, the corporations, and their impact on various performance indicators implement differentiation strategies. The current study can contribute to the knowledge base on strategic management and provide practical insights for managers and policymakers in Commercial State Corporations. Gaining insight into how strategies focused on cutting costs and distinguishing products affect business outcomes enables companies to make well-informed choices. This understanding allows them to design approaches that are in harmony with their objectives and the current market conditions.

Turabamariya and Irechukwu's (2022) research focuses on the contribution of service diversification strategies on the organizational performance of Rwanda's hospitality industry, specifically CENETRA Hotel. The study's findings show that a concentric diversification strategy is highly correlated with organizational performance. This implies that when a company seeks to expand its existing product lines and restructures itself to include new products within those lines.

The study also reveals that conglomerate diversification, which involves seeking new opportunities unrelated to existing product lines, enables maximum utilization of organizational resources. The mention of Bowman et al.'s (2013) study on organizational

failure and turnaround in the for-profit sector suggests that there may be value in learning from best practices and sharing ideas about markets and business cultures. While not directly related to the specific findings of Turabamariya and Irechukwu's study, it highlights the potential benefits of knowledge sharing and the importance of learning from successful practices in improving organizational performance. The study provide insights into the specific context of the hospitality industry in Rwanda and may not be directly applicable to other industries or regions. Further research is needed to validate and generalize these findings.

The current study employed cross sectional correlational research design rather than a descriptive research design. The current study employed a novel research design to address a research gap and provide new insights into the relationship between service corporate strategies and organizational performance in the context of Kenyan Commercial State Corporations. This research employed a snapshot-style correlation analysis to examine how different corporate service strategies (including concentric and horizontal approaches) relate to performance indicators in Kenya's Commercial State Corporations. Although the study's results may not be broadly applicable to all situations, they still offer meaningful insights and add to our understanding of how corporate strategies connect with performance outcomes in this specific setting.

The study conducted by Enobong, Ekpenyong-Effa, Obong, Hammed, and Isong (2022) on the effect of innovation on the sustainability of hospitality firms in Nigeria. The study's findings emphasized the significant positive influence of concentric and conglomerate corporate strategies on the sustainability of hospitality firms, as well as the role of innovation moderation. The current study, which employs a cross-sectional correlational design in the context of the corporations, aims to fill a research gap. In contrast to the Nigerian research that concentrated on the hospitality sector and used a

quantitative survey approach, this study investigated how service corporate strategies affects organizational performance in Kenya's Commercial State Corporations. The research utilized a cross-sectional correlational method to assess the relationships between various service corporate strategies implemented by these corporations and their resulting organizational performance. This approach enables the measurement of different factors at a particular moment and explores the connections between them.

The distinction between the Nigerian study that focused on the hospitality industry and the current study that aimed at exploring the contribution of corporate strategies to the organizational performance. By examining this relationship in a different context, the current study can contribute to our understanding of how corporate strategies affects performance outcomes in a specific industry and organizational setting. The current study can provide valuable insights into the effectiveness of the strategies employed and their impact on various performance indicators such as financial performance, market share, customer satisfaction, or other relevant metrics. These insights can inform decision-making processes within these organizations, allowing them to align their strategies with their desired performance outcomes.

The study conducted by Clinton-Etim (2020) on vertical integration and performance. The study drew on both secondary data from the company's financial records and primary data from questionnaires distributed to Olam Nigeria Limited employees. Vertical integration components had a positive impact on financial performance measures at Olam Nigeria Limited, according to the study's findings. Previous research by Behesti and Hultman (2014) and Isaksen (2007) suggested that vertical integration can improve financial performance.

The study conducted by Clinton-Etim (2020) focused on a specific company, Olam Nigeria Limited. The current study explored the impact of vertical integration on the performance of state corporations in Kenya. The current study's context differs from the Nigerian study as it focuses on state corporations in Kenya rather than a single company. Additionally, the current study gathered primary data through structured questionnaires, allowing for direct insights from employees within the state corporations.

The study's findings can add empirical evidence and insights specific to the context of the corporations to the existing literature. They can contribute to closing the research gap and improving understanding of how vertical integration strategies affect the performance of these organizations. When considering the adoption or expansion of vertical integration strategies in Kenya, state corporations potential benefits, challenges, and implications associated with such strategies.

The study conducted by Gachoki, Kinyua, and Kariuki (2022) study findings, which show a positive relationship between corporate strategies and financial performance, specifically return on assets, and highlight the potential benefits of corporate strategies in the insurance industry. The positive effect of concentric diversification implies that insurance companies that use multiple sales and promotion strategies outperform those that use only one. This emphasizes the significance of diversifying revenue streams and expanding product offerings in order to improve financial performance.

This study was conducted in the establishment of Kenyan insurance companies, using a census approach to collect comprehensive financial data. The current study, on the other hand, examined the performance of Kenyan public services and state corporations, as well as the impact of various strategies, including diversification. The current study aimed at filling a research gap and provide insights specific to this sector by studying

state corporations in the context of public services. The current study's findings may differ from those found in the insurance industry in terms of the contribution of corporate strategies to the performance of state corporations. While the study by Gachoki, Kinyua, and Kariuki (2022) provides useful insights into the contribution of diversification and financial performance in the insurance sector, it is important to consider contextual and industry differences. The current research provided a focused analysis on state corporations in the public sector, expanding knowledge of the impact of corporate strategies on their performance and filling a research gap in this specific context.

Mutune and Simba (2018) conducted research on the corporate strategies influencing the business performance of Kenyan SMEs. The study highlighted the proclivity of SMEs in developing countries, including Kenya, to pursue product corporate strategies as a growth strategy without conducting a strategic analysis, which has a negative impact on their business performance. Many SMEs take a "trial and error" approach to diversification, failing to consider the best strategy for their specific context. The study sought to determine the most effective product diversification strategy for SMEs, particularly those in developing countries. Corporate strategies and SME performance were found to have an inverted U-shaped relationship, according to the findings. While concentric diversification may be appealing, it restricts SMEs to specific sectors, products, or services. Conglomerate diversification, known for its flexibility, was identified as the most effective strategy for small and medium-sized businesses. Interconnected diversification had the least impact on SME performance.

In contrast to the study by Mutune and Simba (2018) that focused on SMEs, the current study was based on state corporations in Kenya, which represent a different context and organizational setting. State corporations are typically larger and have different objectives, resources, and constraints compared to SMEs. The current investigation

sought to fill a research gap by investigating the impact of corporate strategies on the performance of Kenyan state corporations. The current study provided valuable insights into the effectiveness of corporate strategies within the public services sector by focusing on state corporations. This will contribute to the understanding of how different diversification approaches can be applied in a unique context and provide recommendations specific to state corporations, addressing the research gap identified in the study by Mutune and Simba (2018).

Wanjiru (2016), analyzed product corporate strategies and performance in real estate companies using BSC model. The study employed an explanatory design, which allowed for the investigation of relationships between the independent variable (product diversification strategy) and the dependent variable (firm performance). The sample size was 231 people, and structured questionnaires were used to collect data.

The study's results revealed positive contribution of concentric product diversification to firm performance in the real estate industry are useful for real estate companies. According to the findings, diversifying the product portfolio by adding related or complementary products can lead to improved firm performance. Wanjiru (2016) studied real estate companies in Nairobi City County using an exploratory research design. The current used a cross-sectional research design. As a result, the current study aimed at filling the research gap by investigating the impact of corporate strategies on state corporation performance and providing insights specific to Kenya's public services sector.

Kim, Hong, Kwon, and Lee (2017) investigated concentric diversification based on technological capabilities. By analyzing patents and products, the study aimed to provide a systematic approach for firms to discover new business opportunities. There were

several steps in the research procedure. First, text mining techniques were used to extract information from the US patent and trademark databases to create an integrated patent-product database. Second, association rule mining was employed to construct a product ecology network that captured the directed technological relationships between various products. Third, to identify potential product areas for concentric diversification, a link prediction analysis was performed. Finally, three quantitative indicators were developed to assess the characteristics of the identified areas.

The case study made use of a large dataset that included 850,676 patents and 328,288 products from the integrated patent-product database from 2010 to 2014. The findings demonstrated that the current method allowed for a thorough search for potential areas for concentric diversification and a quick assessment of their characteristics. The results had statistical significance. According to the researchers, their approach could be a valuable decision-making tool for small and medium-sized high-tech companies considering entering new business areas but lacking domain knowledge. It should be noted that this study focused on companies in the United States and used the US patent and trademark database. The current study, on the other hand, was conducted among Kenyan state corporations in the Kenyan context and the public services sector.

Abdi (2021) conducted research on how concentric diversification strategy contributes to the financial performance of Nairobi Securities Exchange-listed energy and petroleum companies. The goal was to figure out how concentric diversification strategy relates to financial performance. The descriptive research design used in the study is appropriate for presenting empirical assessments, numerical data, and statistical analysis and for providing a clear picture of the collected data. Descriptive research seeks to describe and document the characteristics of a particular phenomenon or population. In this case, the study's goal was to describe the relationship between concentric product diversification

and firm performance in the real estate industry. A stratified sample of 111 respondents was chosen from a population of 153 managers. The sample included employees from four publicly traded energy and petroleum companies: Total Kenya Ltd, KenGen Ltd, Umeme Ltd, and Kenya Power and Lighting Company Ltd. Data was collected using a questionnaire, and descriptive and inferential statistics were used in the analysis. Descriptive statistics such as frequencies and percentages were used to summarize the data. Inferential statistics, specifically correlation and regression analysis, were employed.

The findings of the study, which revealed a significant and positive relationship between concentric diversification strategy and financial performance with a correlation coefficient of 0.734 and a p-value less than 0.01, provide valuable insights into the impact of diversification on the financial performance of Nairobi Securities Exchange-listed energy and petroleum companies. While the findings of the previous study provide a foundation of concentric diversification and financial performance, it is important to note that the specific findings may not be directly applicable to the context of Kenyan state corporations. The results from current study has the potential to generate new knowledge and contribute to decision-making in the context of state corporations, thereby filling a research gap in this area.

2.3.2 Horizontal Integration Strategy on Performance of Commercial State Corporations

Wanjira, Ngoze, and Wanjere (2018) explored the contribution of the use of a horizontal diversification strategy and the performance of sugar firms in Kenya based on descriptive survey study. The study's target population included all sugar companies in western Kenya, including Nzoia, Sony, Chemelil, Muhoroni, and Miwani. These businesses were purposefully chosen for inclusion in the study. The sample size was 50

strategic and top managers, with 10 managers from each firm chosen. The sampling method used was census sampling, which meant that the study included all managers in the selected firms. The researchers gathered information on various variables of interest, which they later analyzed. The collected data was analyzed using both descriptive and inferential statistics. To summarize and describe the data collected from the respondents, descriptive statistics such as percentages, means, and standard deviations were used. These statistics provided an overview of the data's key characteristics and trends.

The relationship between organizational performance and the horizontal diversification strategy was then determined using inferential statistics. Pearson's correlation coefficient was used to evaluate the strength and direction of the relationship between the variables of interest. A multiple regression analysis was performed to investigate the impact of the horizontal diversification strategy on organizational performance while controlling for other relevant factors. The current study provided insight into the impact of horizontal diversification on corporate performance.

Masese, Omari, and Ngacho (2019) conducted research on horizontal and vertical integration and the performance of public organizations, specifically examining Huduma Centers in Kisii and Nyamira, Kenya. To collect data and understand the contribution of integration strategies to organizational performance, the researchers used a descriptive survey design. The study's target population included 400 Huduma Center employees as well as center clients. The researchers used stratified random sampling to select a representative sample. Employees and clients were divided into two groups, and a simple random sample was drawn from each. The study had a sample size of 200 people.

Horizontal integration, according to the research findings, improved the performance of Huduma Centers. This implies that the organization's integration of various services and

functions resulted in improved performance outcomes. It should be noted that this research focused on Huduma Centers, which are specific Kenyan public service organizations. In contrast, the current study sought to investigate the impact of horizontal integration strategy on the performance of Kenyan commercial state corporations. In addition, the current study used a cross-sectional research design, which helped to fill a research gap in the context of commercial state corporations.

Wanjiru (2016) used an explanatory research design to investigate the contribution of horizontal product diversification to real estate firm performance in Nairobi City County, Kenya, using the BSC model. The target population consisted of 231 people, and data was gathered through structured questionnaires. The basic characteristics of the responses were summarized using descriptive analysis, and the results were presented in tables. These variables were then combined to form composite values for further analysis, such as correlation and multiple linear regressions. Cronbach's alpha evaluated the research instrument's reliability, and data transformation was used to improve the sensitivity of statistical tests. The study discovered a significant positive relationship ($p=0.045$) between horizontal product diversification and firm performance. This suggests that real estate companies' horizontal corporate strategies outperformed their peers.

The findings of the study suggest that real estate companies implement effective policies, such as guidelines for per-unit cost allocation of various products and risk management strategies. These precautions can help with risk management during the diversification process. It should be noted that this study focused on real estate firms in Nairobi City County, Kenya. The current study, on the other hand, aims to investigate the impact of diversification on the performance of Kenyan state corporations. In addition, the current

study used a cross-sectional research design, which helped to fill a research gap in the context of state corporations.

Kenyoru, Chumba, Chumba, Finance, and Rotich (2016) sought to find out the contribution of product diversification to financial performance, with a focus on vertical, horizontal, and conglomerate corporate strategies. The investigation was guided by the RBVT. The study employed an explanatory survey design to collect data on the contribution of product diversification to the performance of selected banks in Kericho town, specifically commercial banks. All commercial bank employees were included in the target population, with a sample of 140 lower-level management and 43 top-level management employees. Data was gathered using questionnaires and interview schedules. A preliminary survey on a related topic was conducted. The research found positive contribution of vertical product diversification to bank financial performance. It should be noted that this study only looked at commercial banks in Kericho, whereas the current study looked into the impact of diversification on the performance of Kenyan state corporations. A cross-sectional design was used in the current study, which helped to fill a research gap in the context of state corporations.

Imeobong (2018) conducted research on the contribution of diversification strategy to organizational performance in the manufacturing sector. To investigate this relationship, the researcher design was quasi experimental and an ex-post facto design. The population for the study consisted of thirty-one organizations that were listed on the Nigerian Stock Exchange (NSE) from 1997 to 2017. This timeframe was chosen by the researcher in order to collect enough data on the organizations' performance and corporate strategies. A sample of six organizations was chosen at random from this population based on their lifespan and level of diversification. The researcher used

purposeful sampling to select organizations that were most relevant to the research objectives.

Diverse ROA and ROI performance were established from the investigation. Unrelated and hybrid diversified organizations improved their ROE (81.7% and 20.5%, respectively), while related diversified organizations improved their ROA (26.8%). However, hybrid diversified organizations were found to be riskier in terms of ROA (1.34%) than related and unrelated diversification, which had higher risk in terms of ROE and ROI. Diversified organizations were found to be larger (16.8%), implying that diversification strategy leads to growth and profitability (20%) and enables organizations to have a strong capital structure to cover liabilities (26%). It should be noted that this study concentrated on firms listed on the Nigerian Stock Exchange (NSE), whereas the current study looked into the impact of diversification on the performance of Kenyan state corporations. A cross-sectional design was used in the research to fill a research gap in the context of commercial state corporations.

Abdi (2021) used a descriptive research design to evaluate the contribution of horizontal diversification and financial performance. The research found positive significant relationship between horizontal diversification strategy and financial performance, with coefficient (r) of 0.937 and a p-value less than 0.01. This means that horizontal diversification boosts the financial performance of NSE-listed energy and petroleum firms. It should be noted that Abdi's study was restricted to NSE-listed petroleum companies, while the current study investigated the impact of diversification on the performance of Kenyan state corporations. A cross sectional design was used in the current study filled the knowledge gap in commercial state corporations.

Kimani et al. (2016) investigated how various forms of integration can affect an organization's competitive position and performance. Vertical and horizontal integration, according to the study's findings, both contributed significantly. The effect of diagonal integration on competitive performance, on the other hand, was found to be insignificant. According to the regression analysis, the collective application of integration strategies can account for 74% of changes in firm competitive performance. In contrast, the current study employed a cross-sectional design to investigate the contribution of diversification to the performance of Kenyan state corporations. By focusing on, the current study filled the research gap and provided valuable insights specific to this context.

2.3.3 Vertical Integration Strategy on Performance of Commercial State Corporations

Wanjiru (2016) used an explanatory design to investigate the contributions of product diversification strategy (independent variable) to firm performance (dependent variable) in his study. The study's target population included 231 respondents, the majority of whom were likely managers or key personnel from Nairobi City County real estate companies. Data was gathered using structured questionnaires.

The results revealed significant contribution of vertical product diversification to firm performance (p=0.177). Vertical product diversification improves firm performance, according to the findings. To improve risk management associated with the diversification process, real estate companies should establish policy for per unit cost allocation of diversified products and implement risk management strategies, according to the study. While Wanjiru's (2016) study focused on real estate companies in Nairobi City County and used an explanatory research design, the current study used a cross-sectional design to investigate the contribution of diversification on the performance of

state corporations. This distinction emphasizes the research gap that was filled by the current study's findings, which provided insights.

Njuguna (2019) examined the contribution of vertical integration on performance of non-financial firms listed in NSE. The researcher wanted to look into the impact of vertical integration strategy on performance, with capital structure acting as a moderating variable. Several theories guided the study, including the RBV theory, the Agency theory, the TCT, the Ansoff theory.

The study found that employing a vertical integration strategy had a notable and beneficial impact on company performance. According to the regression analysis, the collective use of corporate strategies accounted for 56.3% of the changes in performance. The results revealed that a moderation of capital structure significantly the relationship between corporate strategies and firm performance. Firms that have not yet diversified their product portfolio should consider doing so in order to remain competitive and profitable, according to the findings. It also advised management to develop sound policies to guide them through the diversification process. Although Njuguna's (2019) study focused on NSE-listed firms and investigated the contribution of vertical integration strategy to firm performance with capital structure as a moderator, the current study used cross sectional methodology. Modern Portfolio Theory, Dynamic Capability Theory, and the Balanced Scorecard Model, which addressed a research gap specific to state corporations, guided the current study.

Oloda (2017) conducted a study to investigate the contribution of vertical integration to organizational survival in selected Nigerian manufacturing firms. The researcher wanted to look into the relationship between vertical integration and organizational survival, with a focus on the forward and backward integration dimensions. It is important to

highlight the differences between Oloda's research and the current study. Oloda examined Nigerian manufacturing companies, looking at how vertical integration related to organizational survival. In contrast, this study explores the effects of diversification on state corporation performance using a cross-sectional approach. Additionally, this research aims to fill a knowledge gap regarding commercial state corporations by applying Modern Portfolio Theory, Dynamic Capability Theory, and the Balanced Scorecard Model.

2.3.4 Collaboration Strategy on Performance of Commercial State Corporations

Mwangi's (2014), research looked into how strategic alliances contributes to the growth of Kenya Commercial Bank Group. The purpose of the research was to identify and investigate strategic alliances at Kenya Commercial Bank Group Limited, as well as their effects on the bank's growth using case study research design. The responses were examined using content analysis. The study discovered that strategic alliances enable participating banks to leverage their own resources and capabilities by tapping into their partners' resources, knowledge, capabilities, and skills.

To strengthen its competitive position, the bank group should integrate competitive intelligence into its strategic alliance practices and implement tools for gathering market intelligence, product intelligence, technological intelligence, and strategic alliance intelligence. Mwangi's research focused on strategic alliances between Kenyan commercial banks, whereas the current research look at the contribution of strategic alliances on the performance of the Corporations using Balanced Scorecard measurements and guided by, Dynamic Capability Theory, Modern Portfolio Theory, and the Balanced Scorecard Model. This filled the research gap specific to commercial state corporations while also changing the context and focus of the research.

Nzengya (2013), conducted research on strategic alliances among Kenyan banks using descriptive design was used, and data was collected using structured questionnaire. The literature review for this study was compiled from a variety of sources, with a focus on current literature from renowned strategic management authors. According to the findings, mergers are the most common type of strategic alliance in Kenya's banking industry. The primary motivations for strategic alliances were profit and revenue maximization, as well as gaining a competitive advantage. According to the study, banks should look into non-aligned partnerships.

It is important to note that Nzengya's study focused specifically on strategic alliances among Kenyan commercial banks, whereas the current study examined the contributions of collaboration to the performance of Kenyan Commercial state corporations using Balanced Scorecard measurements. The research, which is guided by Modern Portfolio Theory, Dynamic Capability Theory, and the Balanced Scorecard Model, also filled the research gap specific to commercial state corporations. As a result, the current study offers a distinct context, focus, and research gap filled.

Mwangi (2017), researched the contributions of related and unrelated diversification to the organizational performance. The study employed three theories: the BSC, MPT, and the Theory of Firm Growth were used. A descriptive longitudinal design was directed to collect data from sampled population. The target population consisted of 220 small and micro business owners in the Embakasi Central constituency. A sample size of 142 was chosen and distributed based on wards using stratified random sampling.

Results revealed negative relationship between specialization (focused firms) and performance as measured by Return on Assets (ROA), whereas related diversification has a significant positive relationship with ROA. In terms of Return on Capital

Employed (ROCE), unrelated diversified firms performed well. The results revealed that managerial experience did not contribute to performance of various firms, whereas the firm's age and size did. Finally, the study discovered that small and micro businesses that engage in related diversification have higher ROA, while those that engage in unrelated diversification have higher ROCE. The performance of related diversified firms improved with age, whereas unrelated diversified firms improved with firm size. According to the study, under performing and unprofitable SMEs should consider unrelated diversification, as a means of increasing profitability, and firms seeking to engage in unrelated diversification should prioritize growth and asset accumulation to achieve a larger firm size, which contributes to improved performance. It is important to note that Mwangi's study focused specifically on SMEs funded by the Youth Fund in Kenya, whereas the current study examined the contribution of collaboration on performance of Commercial state corporations in Kenya using the BSC, Modern Portfolio Theory, and Dynamic Capability Theory.

Jiang, Li, and Meng (2022) conducted an empirical study on the Benefit Linkage Effect, Organizational Structure, and Collaboration Performance within the Agricultural Industrialization Consortium in Shanghai, China. Their findings indicate that the benefit linkage effect positively influences collaboration performance. Specifically, in non-joint stock consortia, the resource allocation effect, capitalization effect, and correlation effect of the benefit linkage positively influence collaboration performance. In contrast, for joint-stock consortia, the resource allocation effect does not significantly affect collaboration performance, the capitalization effect is significantly lower than in non-joint stock consortia, and the correlation effect is significantly higher. Therefore, to maximize the impact of the benefit linkage effect on collaboration performance and support the sustainable development of agricultural industrialization, it is crucial to

establish consortia with different organizational structures based on the specific goals and purposes of collaboration. The current study examined the contribution of collaboration on performance of Commercial state corporations in Kenya using the BSC, Contingency Theory, Resource Based View Theory and Dynamic Capability Theory.

Santos, Wojahn and Garcia (2022) explored the impact of supply chain collaboration on operational performance in the textile and metal-mechanical industries in Vale do Itajaí (SC). Their research identified joint planning and a collaborative culture as key practices influencing operational performance. Among the performance factors, flexibility was notably absent in the metal-mechanical sector, but not in the textile sector. The study also analyzed the influence of collaboration practices by industry segment, finding that joint problem-solving significantly impacted the textile sector, while joint planning was a major factor affecting operational performance in the metal-mechanical sector. The current study examined the contribution of collaboration on performance of Commercial state corporations in Kenya, which was the research gap, presented in chapter four of this study.

Yu and Rhee (2015) examined the impact of R&D collaboration with research organizations on innovation, focusing on the mediating role of environmental performance. They discovered that a firm's collaboration with research organizations positively influenced its environmental performance, which in turn enhanced its innovation performance. The findings revealed that environmental performance fully mediated the relationship between collaboration with research organizations and innovation performance. This study provides a deeper insight into corporate environmental performance and its implications for innovation performance, while also addressing the study's limitations and suggesting directions for future research. The current study examined the contribution of collaboration on performance of Commercial

state corporations in Kenya, which was the research gap, presented in chapter four of this study.

Ludviga (2019) conducted an empirical study on organizational design, internal collaboration, and performance in Latvian society. The study found that decentralization, outcome-based performance management, and internal trust positively affect collaboration within organizational boundaries, as well as performance measured by customer satisfaction. It was also observed that internal trust was a more crucial factor for collaboration in large organizations compared to smaller ones. The study suggests that managers should prioritize building trust-based relationships within their organizations, as the impact of trust on collaboration is highly significant. The current study examined the contribution of collaboration on performance of Commercial state corporations in Kenya, which was the research gap, presented in chapter four of this study.

Maalouf (2019) investigated effects of collaborative leadership on organizational performance, finding a positive relationship between the two. The study concluded that leaders are compelled to adopt a collaborative leadership style to improve organizational performance. The current study examined the contribution of collaboration on performance of Commercial state corporations in Kenya, which was the research gap, presented in chapter four of this study.

Sutrisno, Anggreni, and Prastyaningtyas (2021) examined the impact of motivation and collaboration on organizational performance. Their findings affirmed existing research while introducing a new theoretical perspective, particularly highlighting the positive effects of coordination and resource allocation on collaboration. This contribution enriches the field of collaboration and organizational performance. Managerially, the

study suggests that leaders should enhance collaboration initiatives and consistently foster employee motivation to optimize organizational outcomes. The current study examined the contribution of collaboration on performance of Commercial state corporations in Kenya, which was the research gap, presented in chapter four of this study.

Hasyim, Simarmata, and Puddin (2024) investigated the enhancement of organizational performance through collaborative networks. Their research reveals that collaborative networks significantly affect innovation capabilities and competitive advantages. However, the study did not find a significant impact of collaborative networks on overall organizational performance. The key drivers of organizational performance, as emphasized, are the ability to innovate and achieve competitive advantage. The current study examined the contribution of collaboration on performance of Commercial state corporations in Kenya, which was the research gap, presented in chapter four of this study.

Barker and Manning (2024) explored the concept of designing the collaborative organization, proposing a framework that delineates how collaborative work, relationships, and behaviors contribute to collaborative capacity. The study identified two critical components: promoting broad alignment on strategic goals and facilitating locally driven interactivity to operationalize these goals. The research illustrates the practical application of this dual approach and discusses implications for future research and practice. The current study examined the contribution of collaboration on performance of Commercial state corporations in Kenya, which was the research gap presented in chapter four of this study.

2.3.5 Strategic Plan Implementation on the Relationship between Corporate Strategies and Performance of Commercial State Corporations

Nyakeriga's (2018) study on the elements influencing strategic plan implementation in Kenya's newly founded public institutions, as well as Kirui (2017) study on institutional variables influencing strategic goal attainment in previous Kenyan local governments. Nyakeriga (2018) research looked at the impact of HRM practices, organizational culture and leadership, organizational structure and administrative systems, as well as effective communication and consensus, on strategic plan implementation in Kenya's newly established public universities. According to the study, these factors were critical in the implementation of strategic plans in the institutions mentioned.

Kirui (2018) in his study looked at how organizational culture, structure, leadership, and financial resources influenced strategic plan implementation in former Kenyan local governments. The findings revealed that all four factors had an impact on strategic plan implementation in the context of local government. Cultural factors like poor internationalization of mission and strategic content, a lack of employee participation in rule-making, and insufficient operational manuals, as well as structural factors like task allocation, power devolution, hierarchical length, staff coordination, and structural flexibility, all had an impact on strategic plan execution in local government organizations. It is worth noting that both studies concentrated on the implementation of strategic plans in specific contexts, namely public institutions and former Kenyan local governments. In contrast, the current study looked into the impact of strategic plan implementation on the performance of State Corporations using Balanced Scorecard measurements and guided by Modern Portfolio Theory, Dynamic Capability Theory, and the Balanced Scorecard Model. As a result, the current study addressed a different context, focus, and research gap compared to Nyakeriga and Kirui (2018) studies.

In Monyao (2019), the focus was on examining how the implementation of strategic plans affects the performance of parastatals in Kenya. The research employed a descriptive research design to assess the accuracy of various variables. Both simple and stratified random sampling techniques were utilized, and structured questionnaires served as the primary method for data collection. These questionnaires were carefully formulated, tested, and distributed using a drop-and-pick-later method. 29 questionnaires were filled and returned from 10 Parastatals, resulting in a 50% response rate. The study's findings revealed a positive correlation between organizational structure and performance. Coefficient analysis confirmed the model's fitness, indicating that a one-unit improvement in organizational structure led to a 16% enhancement in overall organizational performance. This suggests that elements such as chain of command, span of control, departmental structure, and work specialization significantly influence an organization's overall performance. The current study differs from Munyao (2019) in that it addressed a different context, sector, and research gap. Furthermore, MPT, Dynamic Capability Theory, and the Balanced Scorecard Model guided it.

Mutuva (2017) studied the crucial issues impacting NGOs in the achieving strategic objectives and found that many of the cases encountered were organization’s internal issues, making them relatively easy to identify but psychologically difficult to resolve. Management practices that hampered the smooth implementation of strategic plans were primarily blamed for these issues. Individuals' social and behavioral characteristics within organizations influenced the implementation process as well. Despite having strategic plans in place, the organizations in the study struggled to effectively implement them. The results revealed that lack of knowledge and understanding of the strategic plan, rather than deviant managers, was the most significant impediment to implementation.

Several organizational strategies for addressing this common issue were identified in the study, including improving communication, offering competitive remuneration packages, providing staff training and continuous motivation, involving stakeholders, implementing budgeting and planning processes, mobilizing resources, continuously monitoring and evaluating progress, ensuring effective recruitment practices, and involving employees in decision-making. It is worth noting that Mutuva (2017) research focused on the implementation of strategic plans in the development sector, specifically in Kenyan non-governmental organizations (NGOs). The current study, on the other hand, used Balanced Scorecard metrics to examine the impact of strategic plan implementation on the performance of Kenyan Commercial state corporations. The current research differs from Mutuva (2017) in that it focused on a different context, industry, and research gap.

Kiprotich and Morongo (2018) investigated the impact of strategic plan implementation on public-sector service delivery. To investigate the relationship between the variables, Descriptive research design and regression analysis were used. The study's findings revealed a strong positive relationship in the public sector between the independent variable (strategic plan implementation) and the dependent variable (service delivery). The independent variables explained 63.80% of the variation in service delivery, with the remaining 36.20% explained by variables or factors outside the model. This implies that the variables in the study are highly significant and should be taken into account when attempting to improve service delivery.

The findings of the study resulted in the recommendation of several measures to improve strategic plan implementation and service delivery. Among these are strengthening human resource capacity, ensuring leadership ownership of the implementation process, promoting effective communication within the ministry, coordinating and committing

leadership to implementation efforts, involving stakeholders in the strategic planning process, providing adequate financial resources, conducting financial management staff training, and ensuring timely disbursement of funds. It should be noted that Kiprotich and Morongo (2018) study focused on strategic plan implementation in public institutions, specifically the Kenyan Ministry of Labour, whereas the current study aimed at examining the contribution of strategic plan implementation on the performance of Kenyan Commercial state corporations using Balanced Scorecard measurements. MPT, Dynamic Capability Theory, and the Balanced Scorecard Model guided the current study, which addressed a different sector and research gap.

Kassim, Gichunge, and Mbithi's (2022) study investigated the effects of strategy implementation on the performance of charitable non-governmental organizations (NGOs), with a focus on Save the Children Kenya. The study used a descriptive research design and multiple linear regressions to test hypotheses and determine possible relationships. To represent the entire NGO sector, 152 respondents were chosen at random from a population of 250. A questionnaire was used to collect the information. According to the study's findings, using technology and leadership to improve the performance of NGOs had a positive and significant impact.

The study concludes, based on its findings, that leadership and technology play critical roles in improving the performance of non-governmental organizations. To avoid redundancy, NGOs should constantly update and upgrade their systems, according to the study. Furthermore, choosing and implementing an appropriate leadership style should be done with care. It should be noted that Kassim, Gichunge, and Mbithi' (2022) study focused on the effects of strategy implementation on the performance of charitable NGOs, specifically Save the Children Kenya, whereas the current study examined how strategic plan implementation contributes to the performance of Kenyan Commercial

state corporations using Balanced Scorecard measurements. Modern Portfolio Theory, Dynamic Capability Theory, and the Balanced Scorecard Model guided the current study, which addressed a different sector and research gap.

Ndegwa (2022) examined how strategy implementation, organizational resources, and the operating environment affects the performance of Kenya-owned Commercial state corporations. The study was theoretically framed within Institutional Theory and supported by the Resource Based View (RBV), Dynamic Capabilities Theory (DCT), and the New Public Management (NPM) Theory. The study encompassed all 249 Kenya-owned Commercial state corporations, with 181 providing responses, resulting in a response rate of 72.7%. Data collection utilized a structured questionnaire, and the collected data underwent both descriptive and inferential statistical analyses, aligned with the study's specific objectives. The research revealed that Commercial state corporations effectively develop and implement strategies. Regression analysis indicated a positive and significant influence of strategy implementation on organizational performance. This finding was substantiated by the DCT, Institutional Theory, and NPM theory, as well as supported by various other studies. Results reveals that that neither organizational resources nor the operating environment moderated the relationship between strategy implementation and performance. Ndegwa (2022) study used strategic plan implementation as a cause factor as opposed to the current study that used strategic plan as moderator variable between corporate strategies and performance of Commercial State Corporation, which is the literature gap, filled by the findings presented in chapter four of this study.

Mohamud (2022) research examined factors affecting strategy implementation in Mandera County Government, using The McKinsey 7-S Model, Co-Evolutionary Theory, and Mintzberg's Model as frameworks. The study surveyed 58 staff members

across management levels, employing a census approach with questionnaires. Data analysis involved descriptive statistics, SPSS version 23, and regression modeling, with results presented visually. Key findings showed that top management commitment, organizational culture, communication, and individual responsibilities significantly impacted strategy implementation. However, Mohamud's study differed from the current research in two key aspects It focused on Mandera County Government rather than Commercial State Corporations. It treated strategic plan implementation as a dependent variable, whereas the current study uses it as a moderator between corporate strategies and performance. These differences highlight how the current study addresses a specific literature gap, with findings detailed in its fourth chapter

Mutua and Gitonga (2022) conducted an analysis of organizational factors and their impact on strategy implementation within public water service providers in Kitui County. The study drew upon the resource-based view, institutional theory, and contingency theories as theoretical frameworks. The target population comprised two public water service providers in Kitui County, namely KITWASCO and KIMWASCO. Employing a descriptive research approach, the study assessed content validity and reliability using the Cronbach alpha test for research instruments. Due to the small target population, a census review was conducted. The findings indicated that organizational leadership, structure, and culture significantly and positively influenced strategy implementation in public water service providers in Kitui County. The study concluded that effective organizational leadership facilitates employee engagement in fulfilling the organization's mission by aligning it with individual strengths, devising strategic plans, setting goals, holding teams accountable, and ensuring alignment with the strategic plan. Mutua and Gitonga (2022) study was conducted in the public water service providers in Kitui County and used strategic plan implementation as an outcome variable (dependent)

as opposed to the current study that used strategic plan as moderator variable between corporate strategies and performance of Commercial State Corporation which is the literature gap filled by the findings presented in chapter four of this study.

2.4 Summary of Literature Review and Research Gap

Table 1

Summary of Literature Review and Research Gap

Objective	Empirical Review	Knowledge Gap
Assess the effect of concentric strategy on performance of commercial comm ercial state corporations in Kenya	Turgay, Saydam, and Rawashdeh (2012) conducted a study. Their study discovered a positive and statistically significant relationship between cost-cutting and differentiation strategies and corporate performance. Turabamariya and Irechukwu (2022) conducted a study. They discovered that concentric and conglomerate corporate strategies had no significant relationship with organizational performance. Enobong, Ekpenyong-Effa, Obong, Hammed, and Isong (2022) conducted research on diversification strategies and the sustainability of hospitality firms. It's also worth noting that research findings can sometimes differ or be interpreted differently. Clinton-Etim (2020) discovered that vertical integration components have significant contribution on financial performance measures in Olam Nigeria Limited. Gachoki, Kinyua, and Kariuki (2022) discovered that concentric diversification has a positive and significant impact on the performance of insurance firms. According to Abdi (2021), there is a significant and positive relationship between concentric diversification strategy and financial performance.	The studies did not assess the effect of concentric strategy on performance of commercial commercial state corporations in Kenya which is the knowledge gap that the current study hopes to fill.
Evaluate the effect of horizontal integration strategy on performance of commercial comm ercial state corporations in Kenya	Wanjira, Ngoze, and Wanjere (2018) discovered a link between the use of a horizontal diversification strategy and the performance of sugar firms. According to Masese, Omari, and Ngacho (2019), horizontal integration improved performance.. Imeobong (2018) revealed that outperformance of diversified organizations depends on undiversified one in terms of ROA and ROI. Vertical and horizontal integration were found to be	The studies did not evaluate the effect of horizontal integration strategy on performance of commercial commercial state corporations in Kenya which is the knowledge gap the

	significant predictors of competitive performance by Kimani et al. (2016), whereas diagonal integration was found to be insignificant.	current study filled
Analyze the effect of vertical integration strategy on performance of commercial comm ercial state corporations in Kenya	Vertical product diversification improves firm performance, according to Wanjiru (2016). According to Njuguna (2019), the collective application of diversification strategies accounted for 56.3% of these firms' performance changes. Oloda (2017) discovered a positive and significant relationship between forward and backward vertical integration dimensions and organizational survival.	The studies did not analyze the effect of vertical integration strategy on performance of commercial commercial state corporations in Kenya which is the knowledge gap the current study filled
Evaluate the effect of collaboration strategy on performance of commercial comm ercial state corporations in Kenya	Mwangi (2014) established that alliances allow participating banks to tap into their partners' resources, knowledge, capabilities, and skills. Nzengya (2013) discovered that mergers were the most common type of strategic alliance in Kenya's banking industry. Mwangi (2017) found a significant but inverse relationship between specialization (focused firms) and performance as measured by ROA.	The studies did not evaluate the effect of collaboration strategy on performance of commercial commercial state corporations in Kenya which is the knowledge gap the current study hopes to fill.
Analyze the moderating effect of the strategic plan implementation on the relationship between corporate strategies and performance of Commercial Commercial state corporations in Kenya	Existing human resource management practices, organizational culture and leadership, organizational structure and administrative systems, and effective communication and consensus, according to Nyakeriga (2018), all influenced strategic plan implementation in Kenya's newly established public universities. Kimani (2012) discovered that, although many employees were knowledgeable about strategic plan, only a handful were knowledgeable about contents, due to a lack of or infrequent content communication sessions and staff aware of plan implementation. Mutuva (2017) discovered that strategic plan was known by organizations, but it was not being implemented properly. Kiprotich and Morongo (2018) discovered a strong positive relationship between the independent and dependent variables. Kassim, Gichunge, and Mbithi (2022) established that leadership and technology are critical to improving the performance of non-governmental organizations.	The studies did not analyze the moderating effect of the strategic plan implementation on the relationship between corporate strategies and performance of Commercial Commercial state corporations in Kenya which is the knowledge gap the current study hopes to fill.

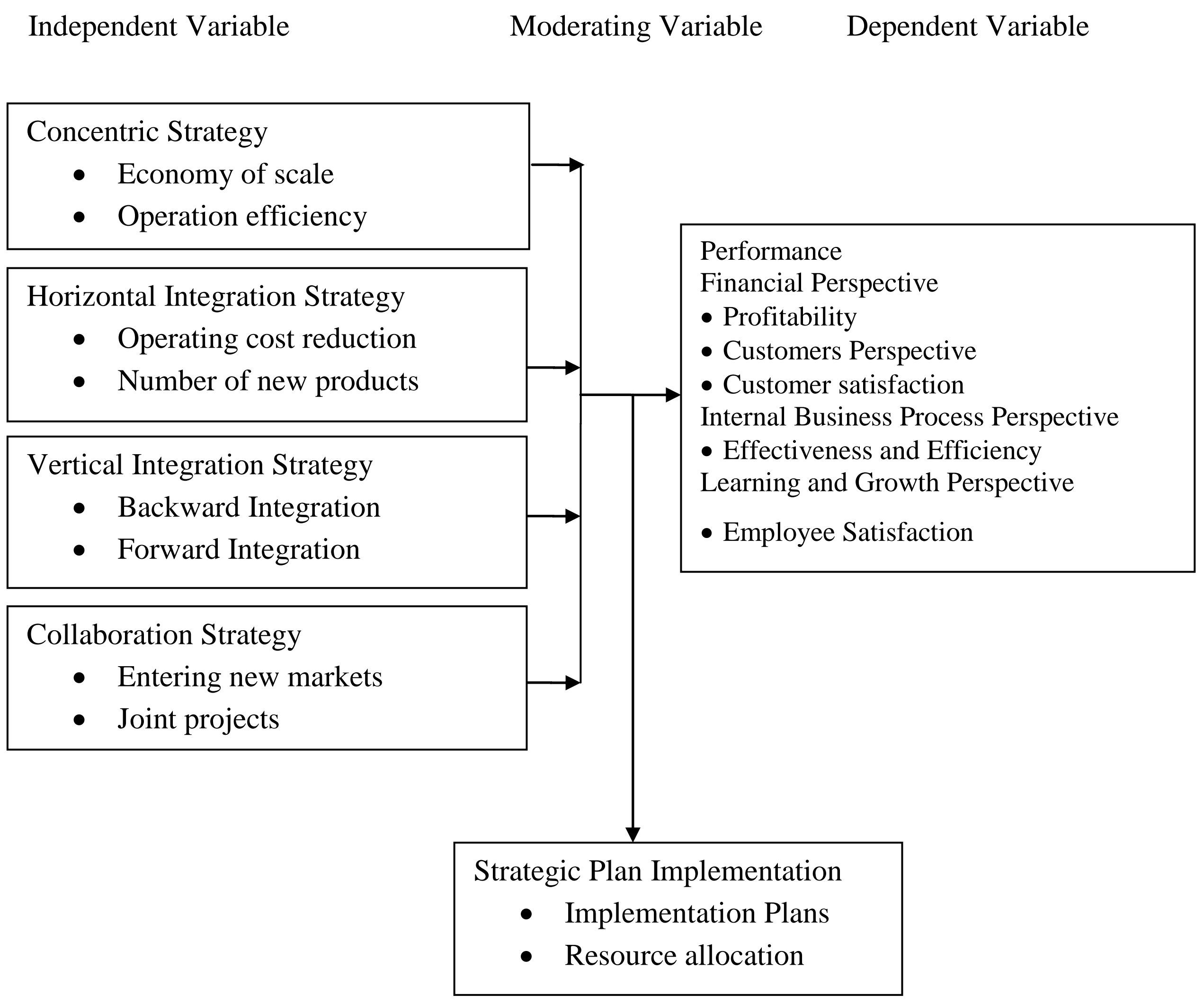
2.5 Conceptual Framework

The conceptual framework clarifies the relationships between concentric, horizontal, vertical, and unrelated corporate strategies, the moderating variable, and performance of the Commercial State Corporations in Kenya as measured by the Balanced Scorecard Measures Index. It develops the hypothesis that effective corporate strategies implemented through strategic plans will result in improved performance.

To link the specific objectives to the conceptual framework, the independent variables in objectives 1-4 are individually linked to the dependent variable, which is performance. It is key for the corporate strategies to be aligned with the strategic plan of the corporation. Hierarchical regression analysis for the moderating effect of strategic plan implementation on the relationship between corporate strategies and performance. This analysis aided in determining how the strategic plan's implementation affects the relationship between corporate performances. Overall, the conceptual framework serves as a foundation for investigating relationships and comprehending the potential impact of strategic plan implementation on the performance of Kenyan Commercial state corporations.

Figure 1

Conceptual Framework



Source: Author (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Philosophy

According to Creswell (2013), there are indeed four main philosophical paradigms or research approaches: positivism, post-positivism, constructivism/interpretivism, and pragmatism. The transformative paradigm is often considered as a fifth paradigm that challenges the traditional approaches and focuses on social change. In the Positivism: Positivism is associated with the natural sciences and emphasizes the objective study of social phenomena. It seeks to uncover universal laws and causal relationships through rigorous scientific methods. Positivists believe in the existence of observable measureable reality, and they aim for value neutrality in research. The current study aligned more closely with the positivist paradigm. Positivism emphasizes the use of quantification and systematic approaches to generate information and improve the accuracy of parameter representation.

It focuses on identifying causal relationships and determining the relationship between variables through rigorous empirical research (Cohen, Manion, Morrison, & Morrison, 2007). Positivism seeks information of social phenomena objectively based on facts (Coopers & Schindler, 2004). By employing a positive analysis approach in the study aim to apply quantitative methods to ascertain the contributions of corporate strategies on the performance of the corporations. The current study used this research worldview because it had quantitatively proven results from statistical analysis presented using quantifiable figures in the regression models. Again, since the current study identified factors that affect performance, Positivism worldview that is based on the cause (the

factors) and effect (State Corporation Performance), the worldview fits the research philosophy.

3.2 Research Design

A descriptive survey design was used in conjunction with a cross-sectional correlational research design in the current study. The descriptive survey design seeks to determine and report on the status of the research subjects, including who, what, where, when, and how much information is available. This design is appropriate for examining strategic plan implementation as a moderator on the relationship between corporate strategies and performance of Kenyan Commercial State Corporations (Creswell & Creswell, 2018). The researcher was able to collect data from a large sample of Commercial State Corporations in Kenya at a specific point in time using the cross-sectional correlational research design. It investigates the degree of association or correlation between variables and examines their relationships. This design is useful for studying phenomena that cannot be observed directly and allows for the efficient collection of a large volume of data, often via questionnaires.

Mugenda and Mugenda (2003) opine that descriptive research design is a method for determining and reporting the way things are. Its primary goal is to provide a detailed and accurate description of the current state or characteristics of a specific phenomenon or population. According to Saunders, Lewis, and Thornhill (2009), descriptive research seeks to answer questions such as who, what, where, when, and how much. Its primary goal is to collect information to describe and document the current situation. Data was collected on various aspects of Kenya's commercial state corporations, such as corporate strategies, strategic plan implementation, and performance, by using a cross-sectional study design within a descriptive research framework. The researcher provided an

accurate and detailed description of these variables and their interrelationships because of this. The descriptive survey design is effective for investigating the contribution of strategic plan implementation on corporate strategies and performance of Kenyan Commercial State Corporations. Orodho (2002) suggests that examining different factors and their connections by gathering data through surveys and analyzing the collected responses. The design allows for a broad range of knowledge as well as a precise descriptive analysis of the sample's characteristics, which can then be used to conclude the Kenyan Commercial State Corporations population. It is an effective method of gathering data from a large population, particularly when phenomena cannot be directly observed. Using questionnaires as a data collection method in a descriptive survey design allows researchers to collect massive amounts of participant data. Structured questionnaires allow for standardized data collection, facilitating comparability and analysis.

By focusing on the objectives of the analysis, the descriptive design allows the researcher to understand the current state of the study subject. It allows a researcher to evaluate the concepts and values associated with corporate strategies, strategic plan implementation, and performance of Kenyan Commercial State Corporations. This insight is crucial for comprehending the elements that shape the connection between these factors (Kothari, 2004). The descriptive survey design provides a strong framework for investigating the research topic while minimizing bias, increasing reliability, and gaining a better understanding of the variables and their relationships (Orodho, 2000).

3.3 Location of the Study

There are three hundred and twenty-two (322) state corporations in Kenya (SCAC, 2023). Among them, are commercial state corporations providing policy guidelines and

services. Commercial state corporations have a wide-ranging mandate that covers various sectors of the economy, including manufacturing, infrastructure, agriculture, logistics, industrial, education, hospitality, and enterprise, strategic, and financial sectors. This study concentrated on a representative sample of the senior managers working in commercial state corporations.

3.4 Target Population

The target population for the study consisted of 1026 senior managers from various departments in the 54 Commercial State Corporations in Kenya. Having a clearly defined target population helps in determining the sample size and selecting participants for data collection presented in Table 3.1. The choice of the choice 54 Commercial State Corporations in Kenya is that they are semi-autonomous government commercial limited companies who face competition just as other competitive private companies, profit-driven, and therefore must formulate competitive corporate policies that can make them afloat. The justification for taking Senior Managers drawn from various departments is that they are involved in the implementation of various corporate policies and make sure that corporate strategies work to make the Commercial State Corporations competitive.

Table 2
Population Frame

Category	No.
Senior Managers drawn from Various Departments	1,026
Total	1,026

3.5 Sampling Procedure and Sample Size

The researcher sampled 1,026 employees of Kenya's Commercial State Corporations using the sampling formula for small populations Nassiuma's (2000) recommendation of

a coefficient of variance of 21 to 30% and a standard error of 2 to 5% is generally appropriate.

$$S = \frac{N(Cv)^2}{(Cv)^2 + (N-1)e^2}$$

Where S = the sample size

N = the population size

Cv = the Coefficient of Variation

e = standard error

Therefore, the sample size is:

$$S = \frac{1{,}026\,(0.21)^2}{(0.21)^2 + (1{,}026-1)\,0.02^2} = 99.64017 \approx 99 \text{ Senior Managers}$$

Using a sample size of 99 for the Senior Managers is a practical approach to gather data for the study. The researcher ensured a representative sample by using simple random sampling. To implement simple random sampling, the researcher assigned a unique identifier to each member of the target population. Randomization technique to select the desired number of participants from each stratum (Fraenkel & Wallen, 2000) was achieved. The sample distribution of the questionnaires was distributed (Table 3).

Table 3

Sample Distribution Frame

Category	No.	Sample Size
Senior Managers	1026	99
Total	1,026	99

3.6 Data Collection Instruments

The data collection instrument for the study was a structured questionnaire (see Appendix II). A simple random sample was used for an equal and independent chance of being chosen (Fraenkel & Wallen, 2000). This is because simple random sampling is the most suitable form for almost any survey, and it is critical for the data's reliability and validity. Since it is the most reflective of the entire population, it is the strongest. The sampling structure for the study was developed by selecting 99 Senior Managers of Commercial Corporations.

A questionnaire is appropriate in survey research because it is simple to administer and easy for the respondents to score on a 5- 5-point Likert Scale which is easy to analyze (Cohen, Manion, and Morrison, 2007). Structured Questionnaire is also useful in obtaining consistency across the respondents (Denscombe, 2007). Because some respondents may not understand the full content of the questionnaire, which was administered to respondents to fill out, based on guidance from research assistants.

The senior management of Kenya's Commercial State Corporations was the unit of analysis. The senior managers of the Commercial State Corporation responded to questions about corporate strategies, strategic plan implementation, and corporate performance measured using Balanced Scorecard measurement metrics. The researcher tested the research instruments on senior executives from a commercial state corporation who were not involved in the main study. According to Connelly (2008), existing literature suggests that a pilot study sample should be 10% of the sample projected for the larger parent study.

3.6.1 Validity of Research Instrument

The accuracy with which an instrument measures what it is supposed to measure is referred to as its validity (Kathuri and Pals, 1993). Researchers should consider four types of validity. Internal validity, construct validity, criterion validity, and external. The internal validity of the study communicates the research's validity. A study's external validity means that it can be applied to other people, places, and times but not to the entire target population. A metric is said to have construct validity when it is consistently evaluated and accurately reflects a unique definition. The study used a construct validity test with 20 senior managers.

3.6.2 Reliability of Research Instruments

According to Blumberg et al. (2011), the size of the pilot group can vary between 5 and 100 subjects, contingent upon the specific method being tested. In the current study, the researcher distributed questionnaires to the senior managers whom they noted did not participate in the actual study. The researcher surveyed 20 senior managers for a pilot study. This is according to Isaac and Michael (1995) who suggested that 10 – 30 participants is ideal in the pilot study. The pilot study data was used to estimate and improve the instrument (questionnaire) reliability. The internal consistency model Alpha (Cronbach) is calculated using the average inter-item correlation. A high alpha value (ideally greater than 0.7) indicates that the instruments measure the variables consistently. The appropriate Cronbach's alpha value $r>0.709$ was used to confirm the reliability of the data collection instrument, which should be between 0.7 and 0.9, according to Kline (1999). The results of the pilot test are presented in Table 4.3 below

Table 4

Pilot Study Results

Variable	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Concentric Strategy	.377	.846
Horizontal Strategy	.671	.791
Vertical Strategy	.610	.804
Collaboration strategy	.597	.807
Strategic Plan	.616	.803
Performance	.758	.771

Internal consistency of the measurement scale was assessed using item-total correlation, where a high correlation indicates high internal consistency in the financial performance data collection tool. The Kuder and Richardson Formula 20 (KR-20) sets the threshold between 0 and 1, with high values indicating reliability and values above .90 suggesting a homogeneous test. In this study, all items met the Cronbach's Alpha threshold. The reliability of concentric strategy was verified with a Cronbach's alpha value of 0.846; horizontal integration strategy was verified with a Cronbach's alpha value of 0.791; vertical integration strategy was verified with a Cronbach's alpha value of 0.804; collaboration strategy was verified with a Cronbach's alpha value of 0.807; strategic plan implementation was verified with a Cronbach's alpha value of 0.803 and performance was verified with a Cronbach's alpha value of 0.771 (Hair et al., 2006). Since the Cronbach Alpha for all the variables were greater than 0.7 and less than 0.9, there was statistical evidence that the data collection tool was reliable enough to collect data that answered the set objectives.

3.7 Data Collection Procedures

The data collection procedure followed a systematic approach, as outlined by Sessa et al. (2001), to gather the necessary information for the research study. The process began with obtaining an ethical clearance from the Institutions Research Ethics Committee (ISEC) followed by a letter of introduction from the Institute of Postgraduate Studies at Kabarak University, which served as formal endorsement of the researcher's intent to conduct the study and was essential for applying for the research permit. Subsequently, the researcher acquired a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). This permit serves as official documentation that the study has received approval from the relevant regulatory body, ensuring compliance with research standards.

Following this, an authorization letter was obtained from the State Corporation Advisory Committee, which notified government authorities responsible for national internal security about the research being conducted within the Corporations. For the data collection itself, structured questionnaires were randomly distributed to 99 selected respondents. After completion, the questionnaires were collected for analysis. This systematic approach ensured that the data collection process was both organized and compliant with regulatory requirements.

3.8 Data Analysis and Presentation

3.8.1 Analysis of Quantitative Data

Before starting the analysis, it was essential to review the questionnaires for any errors, inconsistencies, or missing data. Once the questionnaires have been checked, one can extract the relevant data for analysis. This typically involves transferring the responses from the questionnaires into a digital format, such as a spreadsheet or a statistical

software program. Coding refers to the process of assigning numerical or categorical codes to different variables based on the information collected in the questionnaires. This step helps organize and structure the data for analysis. For example, one might assign numeric codes to demographic information like age groups or categorical codes to responses on Likert scale questions.

Descriptive statistics were used to condense and characterize the key features of the collected information. This involved calculating averages, tallies, and percentages to offer a comprehensive summary of the data. This involved calculating means (average), frequencies (counts), and percentages to provide a clear overview of the data. Bivariate Analysis: Bivariate analysis examines the relationship between two variables. This analysis helped determine if there is a correlation or association between these variables. Multivariate regression was used to assess the combined effect of corporate strategies performance. It helped in identifying the individual and combined contributions of different factors on the outcome variable.

Regression analysis was used in determining the predictive importance of independent variables and the extent to which they account for variance in the dependent variable are critical steps. Beta (β) Values in regression analysis represented the standardized regression coefficients for each independent variable. Beta values assess the predictive significance of each independent variable. Generally, larger absolute values of Beta indicate a stronger impact on the dependent variable. Positive Beta values indicate a positive relationship, while negative Beta values indicate a negative relationship. The hypotheses were tested using the p-value method at a 95% confidence level, based on the regression results.

3.8.2 Regression Models

After the diagnostic tests were completed, two types of linear regression analyses were used: linear multiple regression and hierarchical simple linear regression. The linear regression method was used to test the relationship between the four corporate strategies (concentric, horizontal integration, vertical integration, and collaboration strategies) and the Balanced Scorecard performance of Kenya's commercial state corporations. The combination of the four corporate strategies, strategic plan implementation, and Balanced Scorecard performance was tested using hierarchical linear regression. The study used SPSS version 23 for data analysis. For quantitative procedures examining the relationship between independent and dependent variables, the following regression models were used:

$Y= a + \beta_1X_1 + \varepsilon$……………………………………………………………(1)

$Y= a + \beta_2X_2 + \varepsilon$……………………………………………………………(2)

$Y= a + \beta_3X_3 + \varepsilon$……………………………………………………………(3)

$Y= a + \beta_4X_4 + \varepsilon$……………………………………………………………(4)

$Y = a + \beta_1 X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$……………………………………………(5)

$Y = a + \beta_1 X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5I + \varepsilon$………………………………………(6)

Where;

Y = performance of the commercial state corporation based on Balanced Scorecard

α =constant

$\beta_1 \ldots \beta_5$= Regression Coefficients

X_1= Concentric strategy

X_2= Horizontal integration strategy

X_3= Vertical integration strategy

X_4= Collaboration strategy

I= Interaction term between Corporate strategies and Strategic Plan Implementation

ε = the error term.

3.8.3 Diagnostic Tests

In regression analysis, diagnostic tests are essential for validating the assumptions underlying the model. These tests assess the various aspects of the model's performance. Diagnostic tests help to identify potential problems in the regression model that could affect the validity and reliability. In this study, Normality, Autocorrelation, and Multicollinearity tests were done.

A normality test is essential for regression analysis to assess whether the residuals (differences between observed and predicted values) follow a normal distribution. Linear regression relies on the assumption that the residuals are normally distributed to ensure valid inferences and predictions. Deviations from normality can lead to unreliable results affecting the hypothesis tests the confidence levels and the overall validity of the model. For this study, the normality test was done using the Shapiro-Wilk test. This test evaluates whether a sample comes from a normally distributed population. To ascertain normality, a hypothesis test is conducted as follows: **Ho**: The data is normally distributed. If the p-value is less than the chosen significance level (0.05), reject the null hypothesis indicating that the residuals are not normally distributed, a p-value greater than 0.05 on the other hand suggests that there is not enough evidence to reject the null hypothesis implying Normality

Autocorrelation is a statistical method used to assess whether values of a variable at one point in time are correlated with values of the same variable at previous points in time. This test helps to ensure the validity of the regression model and time series analysis by

checking for dependency in residuals. Autocorrelation for this study was tested using the Durbin- Watson test. It is a valuable tool for validating the assumption of the regression model and ensuring robust statistical conclusions. The Durbin-Watson statistic (DW) was calculated using the following formula

$$d = \frac{\sum_{i=2}^{n}(e_i - e_{i-1})^2}{\sum_{i=1}^{n} e_i^2}$$

The Durbin-Watson statistic values range from 0-4. A value of 2 suggests no autocorrelation, a value less than 2 indicates a positive autocorrelation whereas a value greater than 2 indicates a negative autocorrelation. If the value interpretation is in the range of 2 then there is no autocorrelation. Values less than 1 indicate a strong positive autocorrelation while values greater than 3 indicate a strong negative correlation.

Multicollinearity is a phenomenon in statistical analysis where two or more independent variables in a regression model are highly correlated. This correlation can lead to unreliable coefficient estimates making it difficult to determine the individual effect of each variable on the dependent variable. Understanding multicollinearity and testing for it is crucial for ensuring the validity of the regression analysis results. Its presence can affect the reliability and interpretability of the model results. In this study, autocorrelation was tested using the Variance Inflation Factor (VIF). Criteria for judgment provide that a VIF Value equal to one indicates no correlation between the independent variables. A VIF between 1-5 indicates moderate correlation, a VIF value greater than 5 indicates high correlation whereas a VIF value greater than 10 indicates severe multicollinearity.

3.10 Ethical Considerations

All participants in this research were fully informed about the purpose, procedures, potential risks, and benefits of the study. Informed consent was obtained voluntarily, without any coercion or undue influence. Participants had the right to ask questions and to withdraw from the study at any point without any negative consequences.

We ensured the confidentiality and privacy of all the participants. Data collected has been stored securely and access is limited to authorized persons only. Personal identifiers were removed or anonymized and findings were reported in a manner that maintained confidentiality.

We are committed to minimizing any potential harm to participants whether physical, psychological, or emotional. Risk assessment was conducted prior to the study to identify potential harm and appropriate measures were put in place to mitigate these risks. Participants were informed of any potential risks associated with their involvement in the study.

All the research activities were conducted with integrity and honesty. We avoided any practices that could lead to data fabrication, falsification or plagiarism. The findings were reported transparently and accurately and we acknowledged any conflicts of interest that may have arisen during the research process.

Special consideration was given to vulnerable populations including individuals with disabilities and marginalized communities. We ensured that their participation was ethically justified and that appropriate safeguards were in place to protect their rights and welfare.

This study complied with all the relevant laws, regulations, and institutional guidelines. We obtained all the necessary approvals from institutional review boards and ethics

committees before commencing data collection. The researcher obtained all necessary approval documents from the Kabarak University Ethics Committee (KUREC) and the respective Kenyan Government Agencies, including the National Council for Science, Technology, and Innovation (NACOSTI), which is part of the Ministry of Higher Education, Science, and Technology. The researcher then sought permission from the Ministries of Interior and National Government Coordination to conduct the study in the selected counties.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings, interpretations, and discussion of the moderating effect of strategic plan implementation on the relationship between corporate strategies and the performance of Commercial State Corporations in Kenya. The chapter also provides a brief overview of the responses received and describes the data screening procedure used. It is followed by demographic information about the respondents, descriptive statistics for strategic plan implementation, corporate strategies, and performance. Data normality tests were performed before inferential statistics tests for data viability. Finally, the chapter provides a summary of the analysis, presentation, and discussion.

4.2 Response Rate

The researcher distributed 99 questionnaires according to the sample size. The researcher managed to collect back all 99 questionnaires representing a 100% return rate adequate to answer the set objectives. The researcher achieved a 100% return rate by resubmitting the questionnaires not returned and making close follow-ups. Mugenda & Mugenda, (2003) highlight that a response rate of 50% or higher is generally acceptable for social science research, while rates above 70% are considered excellent. They stress that response rates are critical for ensuring the validity and generalizability of findings.

4.3 Descriptive Statistics

This section presents descriptive statistics results of strategic plan implementation on the relationship between corporate strategies and the performance of Commercial State

Corporations in Kenya. The corporate strategies analyzed included; concentric, horizontal integration, vertical integration, and collaboration strategies.

4.3.1 Descriptive for Concentric Strategy

The study sought the views of the senior managers of the Commercial State Corporations concerning various statements relating to the use of Concentric Strategy. The results to this effect are presented in Table 5. The descriptive results are presented on a five-point Likert scale where: SD = Strongly Disagree, D = Disagree, U = Unsure, A = Agree , and SA = Strongly Agree

Table 5

Descriptive for Concentric Strategy

Concentric Diversification	SD	D	U	A	SA
Trading closely in related products	37(37%)	50(51%)	12(12%)	-	-
Value chain improved performance	32(32%)	55(56%)	8(8%)	4(4%)	-
Customers receive after-sales services	8(8%)	42(42%)	38(38%)	10(10%)	2(2%)
Increases in market knowledge	18(18%)	30(30%)	19(19%)	19(19%)	14(14%)
Teamwork improves coordination	12(12%)	34(34%)	16(16%)	26(26%)	12(12%)
Collaboration achieves competition	4(4%)	27(27%)	25(25%)	27(27%)	17(17%)
Company expand into new markets	39(39%)	46(46%)	13(13%)	2(2%)	-

Key: SD = Strongly Disagree, D =Disagree, U = Undecided, A = Agree and SA = Strongly Agree

Table 5 presents the results of the descriptive statistics on concentric strategy. The results revealed that the majority of the respondents 87 (88%) disagreed that for competitiveness, commercial state corporations trade in closely related products compared to 12 (12%) who were undecided. Findings on value chain improving performance established that the majority of respondents 87 (88%) disagreed that by

closely collaborating or integrating commercial state corporation corporations, value chain management has improved competitive performance compared to 8 (8%) who were undecided and 4 (4%) who disagreed. Findings on after-sales services results revealed that half of the respondents 85 (85%) disagreed that customer follow-up ensures that customers receive after-sales services compared to 38 (38%) who were undecided and 10 (10%) who disagreed.

Further findings on market knowledge, nearly half of the respondents 48 (48%) disagreed that starting new businesses improves business performance by increasing market knowledge compared to 33 (33%) who agreed and 19 (19%) who were undecided. Concerning teamwork about half of the respondents 48 (48%) disagreed that teamwork improves coordination and information sharing, allowing for an effective response to the competitive environment, and a similar number also disagreed, and 16 (16%) were undecided. Another finding on collaboration, the results revealed that about 44% (44) disagreed that departmental collaboration aids in achieving long-term competitive advantage compared to 31 (31%) who agreed and 25 (25%) who were undecided. Finally, the majority of respondents 85 (85%) disagreed that the companies can expand into new markets by diversifying into new lines of business compared to 13 (13%) who were undecided and 2 (2%) who agreed.

Results from descriptive statistics on concentric strategy revealed that the commercial state corporation in Kenya did not practice concentric strategy, which is one of the corporate strategies as a means of improving their performance. Overall, respondents generally support the idea of concentric diversification, particularly in trading closely related products and improving value chain performance. However, there are areas, like after-sales services and the role of teamwork and collaboration, where there is

uncertainty or room for improvement. Further investigation into these areas might help enhance overall effectiveness.

4.3.2 Descriptive for Horizontal Integration Strategy

The study sought the views of the senior managers of the Commercial State Corporations concerning various statements relating to the use of the Horizontal Integration Strategy. The results of this effect are presented in Table 6. The descriptive results are presented on a five-point Likert scale where: SD = Strongly Disagree, D = Disagree, U = Unsure, A = Agree , and SA = Strongly Agree

Table 6

Descriptive Statistics of Horizontal Integration Strategy

Horizontal Integration Strategy	SD	D	U	A	SA
Merge functional of other corporations	14(14%)	31(31%)	44(44%)	9(9%)	2(2%)
Lower operating and marketing costs	18(18%)	35(35%)	36(36%)	7(7%)	4(4%)
Achievement of economies of scale	19(19%)	47(48%)	18(18%)	15(15%)	-
Mergers increase in market share	27(27%)	42(43%)	25(25%)	4(4%)	-
Better distribution or marketing network	36(37%)	32(32%)	27(27%)	4(4%)	-
Reduced competition markets	30(30%)	45(46%)	16(16%)	8(8%)	-
The corporation evolved other subsidiaries	18(18%)	45(46%)	17(17%)	8(8%)	1(1%)

The results of the descriptive statistics on price strategy are presented in Table 6. The study established that about half of respondents 45 (45%) disagreed that the commercial state corporations have used a horizontal integration strategy to merge functional units of other corporations as recommended by the Inspectorate of State Corporations and about half 44(44%) who were undecided 11(11%) who agreed. Findings on operating cost,

results revealed that the majority of respondents 53 (33%) disagreed that the mergers have resulted in lower operating and marketing costs for the horizontal integration strategy compared to 36 (36%) who were undecided and 11 (11%) who agreed.

Further findings on the economy of scale, the results revealed that the majority of respondents 66 (66%) disagreed that due to the horizontal integration strategy, the mergers have led to the achievement of economies of scale in our corporation compared to 18 (18%) who were undecided and 15 (15%) who agreed. On market share, the majority of respondents 68 (68%) disagreed that the mergers have influenced the corporation's increase in market share because of its horizontal integration strategy compared to 25 (25%) who were undecided and 4 (4%) who agreed. Further findings on marketing network, results revealed that the majority of respondents 68 (68%) disagreed that due to horizontal integration strategy, the mergers have made our corporation gain better distribution or marketing network compared to 25(25%) who were undecided and 4 (4%) who agreed.

Concerning market competition, results revealed that the majority of respondents 75 (75%) disagreed that Mergers with our corporation reduced competition and protected existing markets by acquiring new market outlets as a result of our horizontal integration strategy compared to 16 (16%) who were undecided and 8 (8%) who agreed. Finally, findings on subsidiaries, results revealed that the majority of respondents 63 (63%) disagreed that due to the horizontal integration strategy, our corporation has evolved other subsidiaries for expansion compared to 17 (17%) who were undecided and 9 (9%) who agreed.

Overall, the survey indicates a lack of strong support for the Horizontal integration Strategy among respondents. Many are undecided or skeptical about its benefits,

particularly in terms of merging functions, reducing costs, and achieving economies of scale. There is a clear opportunity for further exploration of these concepts to understand the underlying concerns and enhance confidence in vertical diversification strategies.

4.3.3 Descriptive for Vertical Integration Strategy

The study sought the views of the senior managers of Commercial State Corporations concerning various statements relating to the use of the Vertical Integration Strategy. The results of this effect are presented in Table 7. The descriptive results are presented on a five-point Likert scale where: SD = Strongly Disagree, D = Disagree, U = Unsure, A = Agree , and SA = Strongly Agree

Table 7

Descriptive Statistics of Vertical Integration Strategy

Vertical Integration Strategy	SD	D	U	A	SA
Input materials in the production	35(35%)	46(46%)	11(11%)	7(7%)	1(1%)
Distribution - wholesale, retail outlets	25(25%)	46(46%)	25(25%)	3(3%)	1(1%)
Merged corporation to a new one	32(32%)	55(55%)	9(9%)	3(3%)	1(1%)
Lower operating and marketing costs	41(41%)	40(40%)	18(18%)	-	-
Provides services by competitors	25(25%)	52(52%)	21(21%)	2(2%)	-
Value addition for new markets	27(27%)	47(47%)	21(21%)	5(5%)	-

Findings on place strategy (Table 7), 81 (81%) disagreed that vertical integration strategy has significantly helped our corporation use its input materials in the production cycle compared to 11 (11%) not sure and 8 (8%) who agreed. Concerning distribution network, results revealed that the majority of respondents 71 (71%) disagreed that the corporation's vertical integration strategy has greatly aided in the distribution of its

products through established wholesale or retail outlets compared to 25 (25%) who were undecided and 1 (1%) who agreed.

Further findings on merged corporations, the results revealed that the majority of respondents 87 (87%) disagreed that the corporation's vertical integration strategy has greatly aided in the distribution of its products through established wholesale or retail outlets compared to 9 (9%) who were not sure and 4 (4%) who agreed. Concerning marketing cost 81 (81%) disagreed that the corporations have merged or acquired another corporation to form a new company compared to 18 (18%) who were undecided. Concerning competitive services, the results revealed that the majority of respondents 77 (77%) disagreed that the integration of our services has resulted in lower operating and marketing costs compared to 21 (21%) who were undecided and 2 (2%) who agreed. Lastly, findings on value addition for new markets, results revealed that the majority of respondents 74 (74%) disagreed that the corporations now doing value addition for newly established markets compared to 21 (21%) who were undecided and 5 (5%) who agreed.

Overall, the data reveals a general skepticism toward vertical integration strategies among respondents. High levels of disagreement and indecision across multiple aspects suggest that there are significant concerns about the perceived benefits of this strategy, particularly about cost reduction, control over inputs, and competitive positioning. Further investigation into these concerns could provide insights into improving perceptions and effectiveness of vertical integration initiatives.

4.3.4 Descriptive for Collaboration Strategy

The study sought the views of the senior managers of the Commercial State Corporations concerning various statements relating to the use of the Collaboration Strategy. The

results of this effect are presented in Table 8. The descriptive results are presented on a five-point Likert scale where SD = Strongly Disagree, D = Disagree, U = Unsure, A = Agree , and SA = Strongly Agree

Table 8

Collaboration Strategy

Collaboration Strategy	SD	D	U	A	SA
Joint human capital development	50(51%)	38(38%)	11(11%)	-	-
Developing the market for the products	30(30%)	44(45%)	18(18%)	6(6%)	1(1%)
benchmarking with other corporations	19(19%)	58(59%)	22(22%)	-	-
Capital leveraging with other corporations	22(22%)	48(49%)	22(22%)	7(7%)	-
Memorandum on communication leverage	29(29%)	29(30%)	35(35%)	7(7%)	-
Corporate social responsibility	21(21%)	33(34%)	34(34%)	10(10%)	1(1%)

Table 8 presents the results of the collaboration strategy. The results revealed that the majority of respondents 88 (88%) disagreed that collaboration strategy has enabled the corporations to have a joint human capital development alliance compared to 11 (11%) who were undecided. Concerning Market development, the majority of respondents 74 (74%) disagreed that the Collaboration strategy has enabled our corporation to have an alliance with other corporations on developing the market for the products/services we produce compared to 18 (18%) and 7 (7%) who agreed. Concerning the benchmarking process, results revealed that the majority of respondents 77 (77%) disagreed compared to 22 (22%) who were undecided.

Further findings concerning capital advantage with other corporations, results revealed that the majority of respondents 70 (70%) disagreed that collaboration strategy has enabled the corporation to have a memorandum on capital leveraging with other similar corporations compared to 22 (22%) who were undecided and 7 (7%) who agreed. Findings on communication leverage, results revealed that the majority of respondents 58 (58%) disagreed compared to 35 (35%) who were undecided and 7 (7%) who agreed. Finally, findings on corporate social responsibility, the results revealed that the majority of respondents 51 (51%) disagreed that collaboration strategy has enabled the corporation to evolve a memorandum on corporate social responsibility with other similar corporations compared to 34 (34%) who were undecided and 11 (11%) who agreed.

Overall, the survey results reveal significant skepticism regarding various collaboration strategies. High levels of disagreement and indecision across the board suggest that respondents may not fully recognize the benefits or effectiveness of collaboration in these areas. Addressing these concerns and enhancing understanding of successful collaboration could improve perceptions and outcomes.

4.3.5 Descriptive for Strategic Plan Implementation

The study sought the views of the senior managers of Commercial State Corporations concerning various statements relating to Strategic Plan Implementation. The results of this effect are presented in Table 9. The descriptive results are presented on a five-point Likert scale where SD = Strongly Disagree, D = Disagree, U = Unsure, A = Agree , and SA = Strongly Agree

Table 9

Descriptive for Strategic Plan Implementation

Strategic Plan Implementation	SD	D	U	A	SA
Resource allocation	4(4%)	42(42%)	37(37%)	15 (15%)	1 (1%)
Financial resources	11(11%)	39(11%)	34(34%)	15(15%)	-
Leveraging technology	36(36%)	49(49%)	15(15%)	-	-
Sharing the plan with stakeholders	48(48%)	37(37%)	11(11%)	4(4%)	-
Leadership support	9(9%)	29(29%)	49(49%)	12(12%)	1(1%)
Mid-term evaluation	7(7%)	20(20%)	54(54%)	13(13%)	6(6%)
En-term evaluation	7(7%)	36(36%)	42(42%)	14(14%)	-

Table 9 presents the results of the descriptive statistics of respondents' view of strategic plan implementation by the commercial stake corporations in Kenya. Findings on resource allocation to the strategic plan, results established that about half of respondents disagreed that the corporation has availed physical resources for strategy implementation compared with 36 (36%) who were undecided compared with 16 (16%) who agreed. Findings on financial resources revealed that half of the respondents 50 (50%) disagreed that the corporations have availed adequate financial resources allocated for strategy implementation compared to 34 (34%) undecided and 15 (15%) who agreed.

Further findings on leveraging technology, results revealed that the majority of respodnents85 85(%) disagreed that corporations have strategically applied technology in the implementation of the strategic plans compared to 15 (15%) who were undecided. Concerning sharing the plan with stakeholders, results revealed that the majority of respondents 85 (85%) disagreed that the corporation had shared the strategic plan among

all stakeholders leading to ownership in implementation compared to 11 (11%) who were undecided and 4 (4%) who disagreed. Concerning leadership support, almost half of the respondents agreed that 49 (49%) were undecided that the entire leadership in our corporation is committed to the total implementation of the strategic plan compared to 38 (38%) who agreed and 13 (13%) who agreed. Other findings concerning mid-term evaluation, results revealed that the majority of respondents 54 (54%) were undecided that the corporations carrying out mid-term evaluations on the extent of implementation of the strategic plan compared to 27 (27%) who disagreed and 19 (19%) who agreed. Lastly concerning end-term evaluation, nearly half of the respondents 43 (43%) disagreed that corporations carry out an end-term evaluation on the extent of implementation of the strategic plan compared to 42 (42%) who were undecided and 14 (14%) who agreed.

Overall, the survey results indicate significant skepticism and uncertainty about various aspects of strategic plan implementation. High levels of disagreement and indecision suggest potential challenges in resource allocation, stakeholder communication, and leadership support. Addressing these concerns may be crucial for improving the effectiveness of strategic implementation efforts and ensuring clearer understanding and engagement throughout the process.

4.3.6 Descriptive for Performance of Commercial State Corporations

The study sought the views of the senior managers of Commercial State Corporations concerning various statements relating to the Performance of commercial state corporations based on the Balanced Scorecard Framework which comprises four interconnected perspectives which include; Financial perspective, Customer perspective, Internal Processes Perspective, and Learning and Growth Perspective. The results of this

effect are presented in Table 10-12. The descriptive results are presented on a five-point Likert scale where: SD = Strongly Disagree, D = Disagree, U = Unsure, A = Agree , and SA = Strongly Agree

Table 10

Financial Performance of Commercial State Corporations

Financial Performance	SD	D	U	A	SA
High profitability	8(8%)	46(47%)	38(38%)	7(7%)	-
Cost of operation down	15(15%)	42(43%)	31(31%)	11(11%)	-
Improved sales turnover	23(23%)	40(41%)	29(29%)	7(7%)	-
Low cost of operations	8(85)	38(39%)	39(39%)	11(11%)	3(3%)

Table 10 presents the results of the financial performance of commercial state corporations. Results on high profitability revealed that the majority of respondents 54 (54%) disagreed that the corporate strategies have contributed to the high profitability of the corporations compared to 38 (38%) who were undecided and 7 (7%) who agreed. Concerning reduction in the cost of operation, results revealed that the majority of respondents 57 (57%) disagreed that the corporate strategies have brought the cost of operation down compared to 31 (31%) who were undecided and 11 (11%) who agreed. Concerning improved sales turnover, results revealed that the majority of respondents 63 (63%) disagreed that the corporate strategies have improved sales turnover compared to 29 (29%) who were undecided and 7 (7%) who agreed. Finally, concerning the cost of operation, results revealed that about half of the respondents 46 (46%) disagreed that the corporate strategies have led to the low cost of operations.

Overall, the results show a general lack of confidence in financial performance metrics among respondents. High levels of disagreement and indecision point to concerns about

profitability, cost control, and sales turnover. These insights suggest a need for further investigation into financial strategies and performance tracking to enhance understanding and improve overall financial health.

Table 11

Customers' Satisfaction of Commercial State Corporations

Customer Satisfaction	SD	D	U	A	SA
Repeat business from customers	8(8%)	24(24%)	49(50%)	15(15%)	7(7%)
Lower levels of complaints	10(10%)	34(35%)	28(28%)	20(20%)	7(7%)
Staff responsive to customers	16(16%)	34(35%)	35(35%)	7(7%)	4(4%)
Effective customer care	9(9%)	23(23%)	39(40%)	22(22%)	6(6%)

This finding indicated that about half of respondents 49 (49%) disagreed that the corporate strategies have not led to repeat business from our customers compared to 32% who agreed and 22 (22%) who agreed. Concerning the low level of complaints, about half of the respondents 44 (44%) disagreed that the corporate strategies have not led to lower levels of customer complaints compared to 28 (28%) who were undecided and those who agreed. Findings on responsive to customers, half of the respondents 50 (50%) disagreed that the corporate strategies have not led to our staff being responsive to customers compared to 35 (35%) who were undecided and 11 (11%) who agreed. Concerning customer care, about half 39 (40%) were undecided about whether the corporate strategies have led to effective customer care 32 (32%) disagreed, and 28 (28%) agreed.

Overall, the survey results reflect considerable uncertainty and skepticism about customer satisfaction metrics. High levels of indecision and disagreement across all areas

indicate potential weaknesses in customer retention, complaint resolution, staff responsiveness, and customer care. Addressing these issues may be crucial for enhancing overall customer satisfaction and loyalty.

Table 12

Effectiveness and Efficiency of Internal Processes of Commercial State Corporations

Effectiveness and Efficiency of Internal Processes	SD	D	U	A	SA
Internal business processes developed	15(15%)	36(37%)	29(29%)	9(9%)	10(10%)
Elimination of inefficient processes	8(8%)	19(19%)	24(24%)	30(31%)	18(18%)
Appreciation of internal process	6(6%)	26(26%)	40(41%)	23(23%)	4(4%)
Reduction in service lead time	26(26%)	39(40%)	30(30%)	4(4%)	-

The results revealed that the majority of respondents 51 51(%) disagreed that corporate strategies have not resulted in the full participation of employees in the development of internal business processes compared to 29 (29%) who were undecided and 19 (19%) who agreed. Concerning the elimination of inefficient processes, results revealed that about half of respondents 48% agreed that corporate strategies have resulted in the elimination of inefficient business processes and the adoption of new efficient processes compared to 27 (27%) who disagreed and 24 (24%) who were undecided. Findings on internal process, the results revealed that about half 40 (40%) were undecided on the corporate strategies that have led to customers appreciating our internal business process compared to 32 (32%) who disagreed and 4 (4%) who agreed. Finally, reduction in service lead-time, the majority of respondents 65 (65%) disagreed that the corporate strategies have led to a reduction process in service delivery lead-time compared to 30(30%) who were undecided and 4 (4%) who agreed.

Overall, the results indicate mixed feelings about the effectiveness and efficiency of internal processes. While there is some recognition of efforts to eliminate inefficiencies, there are significant concerns about the development and appreciation of internal processes, as well as reductions in service lead-time. Addressing these areas could enhance overall operational efficiency and effectiveness within the organization.

Table 13

Employee Satisfaction of Commercial State Corporations

Employee Satisfaction	SD	D	U	A	SA
Staff improve continuously	6(6%)	26(27)	31(31%)	22(22%)	14(14%)
Staff more innovative	15(15%)	37(38%)	42(42%)	5(5%)	-
Staff in a skills enhancement programme	24(24%)	48(49%)	16(16%)	11(11%)	-
Increased capacity overall	23(23%)	36(37%)	29(29%)	11(11%)	-

The results in Table 13 revealed that 36 (36%) agreed that the corporate strategies have led to staff being ready to change and improve continuously compared to 32 (32%) who disagreed and 31 (31%) who were undecided. Concerning innovation, results revealed that the majority of respondents 52 (52%) disagreed that the corporate strategies have led to our staff being more innovative compared to 42 (42%) who were undecided and 5 (5%) who agreed. Concerning skills enhancement, the majority of respondents 72 (72%) disagreed that the corporate strategies have led to most of our staff enrolled in different skills enhancement programs compared to 16 (16%) who were undecided and 11 (11%) who agreed. Finally, concerning increased capacity, the results revealed that the majority of respondents 59 (59%) disagreed that the corporate strategies have led to increased capacity overall.

Overall, the survey results highlight significant concerns about employee satisfaction, particularly regarding continuous improvement, innovation, and opportunities for skills enhancement. High levels of indecision and disagreement suggest that the organization may need to focus on fostering a culture of growth, development, and innovation to enhance employee satisfaction and engagement.

4.4 Diagnostic Tests

Before performing inferential analysis, a diagnostic test was run to test the assumptions of the regression model. This included normality testing with the Shapiro-Wilk test, autocorrelation with Durbin Watson, multi-collinearity testing with VIF 4.4.1 Shapiro-Wilk Normality Test

4.4.1 Normality Tests

The study tested whether the data used in the analysis was normally distributed. This was done using the Shapiro–Wilk test. The findings are presented in Table 14 below

Table 14

Shapiro-Wilk Normality Test Results

Variable	Kolmogorov -Smirnov[a]			Shapiro -Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Concentric Strategy	.316	92	.204	.960	92	.159
Horizontal Strategy	.349	92	.100	.930	92	.243
Vertical Strategy	.349	92	.130	.923	92	.368
Collaboration Strategy	.302	92	.119	.965	92	.146
Strategic Plan	.335	92	.282	.963	92	.110
Financial Performance	.333	92	.397	.958	92	.287
Customers Performance	.235	92	.117	.898	92	.160
Internal Business Performance	.393	92	.140	.933	92	.147
Learning Growth Performance	.229	92	.156	.963	92	.101

The above Table 14 presents the results from the Shapiro-Wilk Test. The dependent variable for this test was the performance of the commercial state corporations whereas the independent variables were the corporate strategies which included; concentric, horizontal integration, vertical integration, and collaboration strategies. Since Shapiro-Wilk values for all the variables are greater than 0.05, we accept the null hypotheses and conclude that the data is normally distributed .

4.4.2 Autocorrelation Test

The autocorrelation test was done using the Durbin- Watson statistic. The results are presented in Table 15.

Table 15

Durbin Watson Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.695[a]	.484	.460	.48671	0.201

The Durbin-Watson statistic was used to test autocorrelation in the study. Since Durbin-Watson was 0.201 and was not between 1.5 and 2.5 and therefore the data was auto-correlated, indicating a need to do further test of Multicollinearity Test to confirm the normality of the data collected for inferential statistical tests.

4.4.3 Multicollinearity Test

Finally, a Multicollinearity test was also conducted using the VIF Values. The findings are presented in Table 16.

Table 16

Multicollinearity Test Results

	Collinearity Statistics	
Variable	Tolerance	VIF
(Constant)		
Concentric Strategy	.904	1.106
Horizontal Strategy	.615	1.625
Vertical Strategy	.509	1.965
Collaboration Strategy	.605	1.652

Multicollinearity is considered to exist when the Variance Inflation Factor is < 1 or >10. The study established VIF between 1.106 and 1.965 as indicated in Table 4.13. Since the VIF was >1<10. These values imply that there was no Multicollinearity.

4.5 Regression Analysis

4.5.1 Concentric Strategy on Performance of Commercial State Corporations

This section presents the results of the effect of concentric strategies on the performance of Commercial State Corporations in Kenya. In testing the effect of concentric strategy on performance of state corporations, the study used the following Balanced Score Card measures; financial performance as the outcome variable against concentric strategy as the cause variable.

Table 17

Model Summary for Concentric Strategy on Financial Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.490[a]	.240	.232	.57636

Results from Table 17 revealed that the R-value was 0.490 whereas R Square was 0.240, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, “financial performance of Commercial State Corporations in Kenya.” was explained by the independent variables, “concentric strategy". In this case, 24% was the R Squared, which was fairly large indicating high degree of correlation. The high degree of correlation variability indicated that the 24% of financial performance of the state corporations could be explained by the single effect of concentric corporate strategy.

Table 18

ANOVA for Concentric strategy and Financial Performance of Commercial State Corporations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.173	1	10.173	30.624	.000[b]
	Residual	32.222	97	.332		
	Total	42.395	98			

The Predictors: "concentric strategy." The Dependable variable: “financial performance of Commercial State Corporations in Kenya”. Table 18 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. The implication of this finding was that the data collected for the study had high correlation between the independent variable (concentric strategies) and dependent variable (financial performance).

Table 19

Concentric Strategy on Financial Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.550	.372		4.161	.000
	Concentric strategy	.566	.102	.490	5.534	.000

Table 19 shows the results of the analysis of the effect of concentric strategy on financial performance of commercial state corporations in Kenya. The study established a significant effect of concentric strategy on financial performance of commercial state corporations in Kenya, $\beta = 0.566$, $p = 0.000 < 0.05$. The results therefore indicated that an increase in concentric strategy by one (1) unit would lead to financial performance of commercial state corporations in Kenya by 0.566 multiple units. Based on statistical evidence deduced that concentric strategy had significant effect on financial performance of Commercial State Corporations in Kenya. This finding is supported by Turabamariya and Irechukwu's (2022) who established who established that conglomerate diversification, which involves seeking new opportunities unrelated to existing product lines, enables maximum utilization of organizational resources.

Concentric Strategy on Customers' Satisfaction of Commercial State Corporations

This section presents the results of the effect of concentric strategies on performance of Commercial State Corporations in Kenya. In testing the effect of concentric strategy on performance of state corporations, the study used the following Balanced Score Card measures; customers' performance as the outcome variable against concentric strategy as the cause variable.

Table 20

Model Summary for Concentric Strategy on Customer Performance of State Corporations

Descriptive for	Descriptive for	Descriptive for	Descriptive for	Descriptive for
Descriptive for	Descriptive for	Descriptive for	Descriptive for	Descriptive for

Results from Table 20 revealed that the R-value was 0.611 whereas R Square was 0.374, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, “financial performance of Commercial State Corporations in Kenya.” was explained by the independent variables, “concentric strategy". In this case, 37.4% was the R Squared, which was fairly large indicating high degree of correlation. The high degree of correlation implied that 37.4% variation of the dependent variable (Customers performance) of the state corporation was due to changes in the independent variable (Concentric Corporate Strategy).

Table 21

ANOVA for Corporate Strategy on Financial Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.084	1	21.084	56.664	.000[b]
	Residual	35.348	95	.372		
	Total	56.432	96			

The Predictors: "concentric strategy." The Dependable variable: “customers’ performance of Commercial State Corporations in Kenya”. Table 21 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05, and indicated that; overall, the model statistically and significantly

predicted the outcome variable. The implication of this finding was that the data collected for the study had high correlation between the independent variable (concentric strategies) and dependent variable (customers'' performance).

Table 22

Concentric Strategy on Customers Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.245	.403		.609	.544
	Concentric strategy	.829	.110	.611	7.528	.000

Table 22 shows the results of the analysis of the effect of concentric strategy on customers' performance of commercial state corporations in Kenya. The study established a significant effect of concentric strategy on customers' performance of commercial state corporations in Kenya, $\beta = 0.829$, $p = 0.000 < 0.05$. The results therefore indicated that an increase in concentric strategy by one (1) unit would lead to customers' performance of commercial state corporations in Kenya by 0.829 multiple units. Based on statistical evidence deduced that concentric strategy had significant effect on customers' performance of Commercial State Corporations in Kenya. This finding is supported by Gachoki, Kinyua, and Kariuki (2022) study findings, which show a positive relationship between corporate strategies and financial performance, specifically return on assets, highlight the potential benefits of corporate strategies in the insurance industry. The positive effect of concentric diversification implies that insurance companies that use multiple sales and promotion strategies outperform those that use only one.

Concentric Strategy on Internal Business Process Performance of State Corporations

This section presents the results of the effect of concentric strategies on internal business process performance of Commercial State Corporations in Kenya. In testing the effect of concentric strategy on internal business process performance of state corporations, the study used the following Balanced Score Card measures; internal business process performance as the outcome variable against concentric strategy as the cause variable. The high degree of correlation implied that 22.9% variation of the dependent variable (Internal Business Process performance) of the state corporation was due to changes in the independent variable (Concentric Corporate Strategy).

Table 23

Model Summary for Concentric Strategy on Internal Business Process Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479[a]	.229	.221	.68081

Results from Table 23 revealed that the R-value was 0.479 whereas R Square was 0.229, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, "internal business process performance of Commercial State Corporations in Kenya." was explained by the independent variables, "concentric strategy". In this case, 37.4% was the R Squared, which was fairly large indicating high degree of correlation.

Table 24

ANOVA for Concentric strategy on Financial Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.352	1	13.352	28.807	.000[b]
	Residual	44.960	97	.464		
	Total	58.312	98			

The Predictors: "concentric strategy." The Dependable variable: "internal business process performance of Commercial State Corporations in Kenya". Table 24 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. The implication of this finding was that the data collected for the study had high correlation between the independent variable (concentric strategies) and dependent variable (internal business process performance).

Table 25

Concentric Strategy on Internal Business Process Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.920	.440		2.091	.039
	Concentric strategy	.648	.121	.479	5.367	.000

Table 25 shows the results of the analysis of the effect of concentric strategy on internal business process performance of commercial state corporations in Kenya. The study established a significant effect of concentric strategy on internal business process performance of commercial state corporations in Kenya, $\beta = 0.648$, $p = 0.000 < 0.05$. The results therefore indicated that an increase in concentric strategy by one (1) unit would

lead to internal business process performance of commercial state corporations in Kenya by 0.648 multiple units. Based on statistical evidence deduced that concentric strategy had significant effect on internal business process performance of Commercial State Corporations in Kenya. This finding is supported by Wanjiru (2016) results which revealed positive contribution of concentric product diversification to firm performance in the real estate industry are useful for real estate companies. According to the findings, diversifying the product portfolio by adding related or complementary products can lead to improved firm performance.

Further Kim, Hong, Kwon, and Lee (2017) who investigated potential areas for concentric diversification based on technological capabilities support the study. The findings demonstrated that the current method allowed for a thorough search for potential areas for concentric diversification and a quick assessment of their characteristics. The results had statistical significance. According to the researchers, their approach could be a valuable decision-making tool for small and medium-sized high-tech companies considering entering new business areas but lacking domain knowledge. Again the finding is also supported by Abdi (2021) conducted research on how concentric diversification strategy contributes to the financial performance of Nairobi Securities Exchange-listed energy and petroleum companies. The findings of the study, which revealed a significant and positive relationship between concentric diversification strategy and financial performance with a correlation coefficient of 0.734 and a p-value less than 0.01, provide valuable insights into the impact of diversification on the financial performance of Nairobi Securities Exchange-listed energy and petroleum companies.

Concentric Strategy on Learning and Growth Performance of State Corporations

This section presents the results of the effect of concentric strategies on learning growth and development performance of Commercial State Corporations in Kenya. In testing the effect of concentric strategy on internal business process performance of state corporations, the study used the following Balanced Score Card measures; learning, growth and development performance as the outcome variable against concentric strategy as the cause variable.

Table 26

Model Summary for Concentric Strategy on Learning and Growth Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.052[a]	.003	-.008	.58653

Results from Table 26 revealed that the R-value was 0.052 whereas R Square was 0.003, which indicated a low degree of correlation. The R^2 value indicates how much of the dependent variable, "learning, growth and development performance of Commercial State Corporations in Kenya." was explained by the independent variables, "concentric strategy". In this case, 0.3% was the R Squared, which was too low indicating a very low degree of correlation. The low degree of correlation implied that 0.3% variation indicated that the dependent variable (Learning and Growth Performance) could not be explained by the changes in the independent variable (Concentric Corporate Strategy).

Table 27

ANOVA for Corporate Strategy on Financial Performance of Commercial State Corporations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.090	1	.090	.263	.609[b]
	Residual	33.369	97	.344		
	Total	33.460	98			

The Predictors: "concentric strategy." The Dependable variable: "Learning, growth and development performance of Commercial State Corporations in Kenya". Table 27 indicated that the regression model predicted the outcome variable significantly with p>0.05, which was greater than 0.05, and indicated that; overall, the model did not statistically and significantly predict the outcome variable. The implication of this finding was that the data collected for the study had a low degree of correlation between the independent variable (concentric strategies) and dependent variable (learning, growth, and development performance). Based on statistical evidence deduced that concentric strategy did not significantly affect the learning, growth, and development performance of Commercial State Corporations in Kenya.

The hypothesis **$H0_1$** that concentric strategy has no significant effect on the performance of Commercial State Corporations in Kenya was rejected. This was based on a statistical test that established a significant effect of concentric strategy on the financial, customer, and internal business process performance of commercial state corporations in Kenya. Only learning, growth, and development as a measure of a Balanced Scorecard were not affected by the concentric strategy of the Commercial State Corporations. The researcher

therefore concluded that concentric strategy had a significant effect on the financial performance of commercial state corporations in Kenya.

4.5.2 Horizontal Integration Strategy on Performance of Commercial State Corporations

This section presents the results of the effect of horizontal integration strategy on the performance of Commercial State Corporations in Kenya. In testing the effect of horizontal integration strategy on the performance of state corporations, the study used the following Balanced scorecard measures; financial performance, customers' performance, internal business process performance, and learning, growth, and development performance as the outcome variable against horizontal integration strategy as the cause variable.

Horizontal Integration Strategy on Financial Performance of State Corporations

This section presents the results of the effect of horizontal strategies on the performance of Commercial State Corporations in Kenya. In testing the effect of horizontal integration strategy on performance of state corporations, the study used the following Balanced Score Card measures; financial performance as the outcome variable against horizontal integration strategy as the cause variable.

Table 28

Model Summary for Horizontal Integration Strategy on Financial Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530[a]	.281	.274	.56257

Results from Table 28 revealed that the R-value was 0.530 whereas R Square was 0.281, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, “financial performance of Commercial State Corporations in Kenya.” was explained by the independent variable, “horizontal integration strategy". In this case, 28% was the R Squared, which was fairly large indicating a high degree of correlation. The high degree of correlation implied that a 28.1% variation in the dependent variable (Financial performance) of the state corporation was due to changes in the independent variable (Horizontal Corporate Strategy).

Table 29

ANOVA for Horizontal Integration Strategy and Financial Performance of Commercial State Corporations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.899	1	11.899	37.599	.000[b]
	Residual	30.382	96	.316		
	Total	42.281	97			

The Predictors: "horizontal integration strategy." The dependable variable: “financial performance of Commercial State Corporations in Kenya”. Table 29 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high correlation between the independent variable (horizontal strategies) and dependent variable (financial performance).

Table 30

Horizontal Integration Strategy on Financial Performance of Commercial State Corporations

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.558	.336		4.635	.000
	Horizontal strategy	.536	.087	.530	6.132	.000

Table 30 shows the results of the analysis of the effect of horizontal integration strategy on the financial performance of commercial state corporations in Kenya. The study established a significant effect of horizontal strategy on the financial performance of commercial state corporations in Kenya, $\beta = 0.536$, $p = 0.000 < 0.05$. The results therefore indicated that an increase in horizontal integration strategy by one (1) unit would lead to the financial performance of commercial state corporations in Kenya by 0.536 multiple units. Based on statistical evidence the horizontal integration strategy had a significant effect on the financial performance of Commercial State Corporations in Kenya.

Wanjira, Ngoze, and Wanjere (2018) who established a significant relationship between organizational performance and the horizontal diversification strategy support the finding. The finding is further supported by Masese, Omari, and Ngacho (2019) conducted research on horizontal and vertical integration and the performance of public organizations, specifically examining Huduma Centers in Kisii and Nyamira, Kenya which established that that the organization's integration of various services and functions resulted in improved performance outcomes. Kenyoru, Chumba, Chumba, Finance, and Rotich (2016) who sought to find out the contribution of product

diversification to financial performance and established the positive contribution of vertical product diversification to bank financial performance further support the study.

Horizontal Integration Strategy on Customers' Performance of State Corporations

This section presents the results of the effect of horizontal integration strategies on the performance of Commercial State Corporations in Kenya. In testing the effect of horizontal integration strategy on performance of state corporations, the study used the following Balanced Score Card measures; customers' performance as the outcome variable against horizontal integration strategy as the cause variable.

Table 31

Model Summary for Concentric Strategy on Learning and Growth, Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460[a]	.211	.203	.68654

Results from Table 31 revealed that the R-value was 0.611 whereas R Square was 0.374, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, "customers' performance of Commercial State Corporations in Kenya." was explained by the independent variable, "horizontal integration strategy". In this case, 21.1% was the R Squared, which was fairly large indicating a high degree of correlation. The high degree of correlation implied that the 21.1% variation of the dependent variable (Customer performance) of the state corporation was due to changes in the independent variable (Horizontal Corporate Strategy).

Table 32

ANOVA for Corporate Strategy on Financial Performance of Commercial State Corporations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.882	1	11.882	25.209	.000[b]
	Residual	44.305	94	.471		
	Total	56.187	95			

The Predictors: "horizontal integration strategy." The Dependable variable: “customers’ performance of Commercial State Corporations in Kenya”. Table 32 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high correlation between the independent variable (horizontal strategies) and dependent variable (customers’’ performance).

Table 33

Horizontal Integration Strategy on Customers’ Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.184	.417		2.838	.006
	Horizontal strategy	.548	.109	.460	5.021	.000

Table 33 shows the results of the analysis of the effect of horizontal integration strategy on customers’ performance of commercial state corporations in Kenya. The study established a significant effect of horizontal strategy on customers’ performance of commercial state corporations in Kenya, β =0.548, p=0.000<0.05. The results therefore indicated that an increase in horizontal integration strategy by one (1) unit would lead to

customers' performance of commercial state corporations in Kenya by 0.548 multiple units. Based on statistical evidence the horizontal integration strategy had a significant effect on customers' performance of Commercial State Corporations in Kenya. The finding is supported by Wanjiru (2016) used an explanatory research design to investigate the contribution of horizontal product diversification to real estate firm performance in Nairobi City County, Kenya, using the BSC model which established that a significant positive relationship (p=0.045) between horizontal product diversification and firm performance.

Horizontal Integration Strategy on Internal Business Process Performance of State Corporations

This section presents the results of the effect of horizontal integration strategies on the internal business process performance of Commercial State Corporations in Kenya. In testing the effect of horizontal integration strategy on internal business process performance of state corporations, the study used the following Balanced Score Card measures; internal business process performance as the outcome variable against horizontal integration strategy as the cause variable.

Table 34

Model Summary for Horizontal Integration Strategy on Internal Business Process Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.303[a]	.197	.182	.74240

Results from Table 34 revealed that the R-value was 0.303 whereas R Square was 0.198, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, "internal business process performance of Commercial State

Corporations in Kenya." was explained by the independent variable, "horizontal integration strategy". In this case, 20% was the R Squared, which was fairly large indicating a high degree of correlation. The fairly large degree of correlation implied that the 19.7% variation of the dependent variable (Internal Business Process performance) of the state corporation was due to changes in the independent variable (Horizontal Corporate Strategy).

Table 35

ANOVA for Corporate Strategy on Financial Performance of Commercial State Corporations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.337	1	5.337	9.683	.002[b]
	Residual	52.911	96	.551		
	Total	58.247	97			

The Predictors: "horizontal integration strategy." The Dependable variable: "Internal business process performance of Commercial State Corporations in Kenya". Table 35 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high correlation between the independent variable (horizontal integration strategies) and the dependent variable (internal business process performance).

Table 36

Horizontal Integration Strategy on Internal Business Process Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.895	.444		4.271	.000
	Horizontal strategy	.359	.115	.303	3.112	.002

Table 36 shows the results of the analysis of the effect of horizontal integration strategy on the internal business process performance of commercial state corporations in Kenya. The study established a significant effect of horizontal strategy on the internal business process performance of commercial state corporations in Kenya, $\beta = 0.359$, $p = 0.000 < 0.05$. The results therefore indicated that an increase in horizontal integration strategy by one (1) unit would lead to internal business process performance of commercial state corporations in Kenya by 0.359 multiple units. Based on statistical evidence the horizontal integration strategy had a significant effect on the internal business process performance of Commercial State Corporations in Kenya. The finding is supported by Imeobong (2018) who conducted research on the contribution of diversification strategy to organizational performance in the manufacturing sector and established that diversified organizations were found to be larger (16.8%), implying that diversification strategy leads to growth and profitability (20%) and enables organizations to have a strong capital structure to cover liabilities (26%).

Horizontal Integration Strategy on Learning and Growth Performance of State Corporations

This section presents the results of the effect of horizontal integration strategy on the learning and growth performance of Commercial State Corporations in Kenya. In testing

the effect of horizontal integration strategy on the internal business process performance of state corporations, the study used the following Balanced Score Card measures; learning, growth, and development performance as the outcome variable against horizontal integration strategy as the cause variable.

Table 37

Model Summary for Horizontal Integration Strategy on Learning and Growth Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.324[a]	.195	.140	.57542

Results from Table 37 revealed that the R-value was 0.324 whereas R Square was 0.195, which indicated a low degree of correlation. The R^2 value indicates how much of the dependent variable, "learning, growth and development performance of Commercial State Corporations in Kenya." was explained by the independent variable, "horizontal integration strategy". In this case, 20% was the R Squared, which was fairly high indicating a high degree of correlation. The high degree of correlation implied that a 19.5% variation in the dependent variable (Learning and Growth performance) of the state corporation was due to changes in the independent variable (Horizontal Corporate Strategy).

Table 38

ANOVA for Horizontal Integration Strategy on Learning and Growth Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.673	1	1.673	5.053	.027[b]
	Residual	31.786	96	.331		
	Total	33.459	97			

The Predictors: "horizontal integration strategy." The dependable variable: “Learning, growth and development performance of Commercial State Corporations in Kenya”. Table 38 indicated that the regression model predicted the outcome variable significantly with p=0.027<0.05, which was greater than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high degree of correlation between the independent variable (learning, growth, and development strategies) and dependent variable (learning, growth, and development performance). Based on statistical evidence the horizontal integration strategy had a significant effect learning, growth, and development performance of Commercial State Corporations in Kenya.

Table 39

Horizontal Integration Strategy on Learning and Growth Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.509	.344		7.297	.000
	Horizontal strategy	.201	.089	.224	2.248	.027

Table 39 shows the results of the analysis of the effect of horizontal integration strategy on learning, growth and development performance of commercial state corporations in Kenya. The study established a significant effect of horizontal integration strategy on learning, growth and development performance of commercial state corporations in Kenya, β =0.201, p=0.027<0.05. The results therefore indicated that an increase in horizontal integration strategy by one (1) unit would lead to learning, growth and development performance of commercial state corporations in Kenya by 0.201 multiple units. Based on statistical evidence deduced that horizontal integration strategy had significant effect on learning, growth and development performance of Commercial State

Corporations in Kenya. Abdi (2021) who used a descriptive research design to evaluate the contribution of horizontal diversification and financial performance who found positive significant relationship between horizontal diversification strategy and financial performance, with coefficient (r) of 0.937 and a p-value less than 0.01 further supports the study. Again the finding is supported by Kimani et al. (2016) investigated how various forms of integration can affect an organization's competitive position and performance and established that the collective application of integration strategies can account for 74% of changes in firm competitive performance. Abdi (2021) who established that positive significant relationship between horizontal diversification strategy and financial performance, with coefficient (r) of 0.937 and a p-value less than 0.01 further supports the finding. This means that horizontal diversification boosts the financial performance of NSE-listed energy and petroleum firms.

The hypothesis $H0_2$ that horizontal integration strategy has no significant effect on performance of Commercial State Corporations in Kenya was rejected. This was based on statistical test that established a significant effect of horizontal integration strategy on financial, customers', internal business process and learning, growth and development performance of Commercial State Corporations in Kenya. The researcher therefore concluded that horizontal integration strategy had a significant effect on financial performance of commercial state corporations in Kenya.

4.5.3 Vertical Integration Strategy on Performance of Commercial State Corporations

This section presents the results of the effect of vertical strategies on performance of Commercial State Corporations in Kenya. In testing the effect of Vertical Integration Strategy on performance of state corporations, the study used the following Balanced

Score Card measures; financial performance as the outcome variable against Vertical Integration Strategy as the cause variable.

Table 40

Model Summary for Vertical Integration Strategy on Customers' Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530[a]	.281	.274	.56257

Results from Table 40 revealed that the R-value was 0.530 whereas R Square was 0.281, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, "financial performance of Commercial State Corporations in Kenya." was explained by the independent variable, "vertical integration strategy". In this case, 28% was the R Squared, which was fairly large indicating a high degree of correlation. The high degree of correlation implied that a 28.1% variation in the dependent variable (Financial performance) of the state corporation was due to changes in the independent variable (Vertical Corporate Strategy).

Table 41

ANOVA for Vertical Strategy on Financial Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.379	1	8.379	23.915	.000[b]
	Residual	32.585	93	.350		
	Total	40.964	94			

The Predictors: "vertical integration strategy." The Dependable variable: "financial performance of Commercial State Corporations in Kenya". Table 41 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was

less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. The implication of this finding was that the data collected for the study had high correlation between the independent variable (vertical integration strategies) and dependent variable (financial performance).

Table 42

Vertical Integration Strategy on Financial Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.756	.384		4.570	.000
	Vertical Strategy	.474	.097	.452	4.890	.000

Table 42 shows the results of the analysis of the effect of the Vertical Integration Strategy on the financial performance of commercial state corporations in Kenya. The study established a significant effect of vertical strategy on the financial performance of commercial state corporations in Kenya, $\beta = 0.474$, $p = 0.000 < 0.05$. The results therefore indicated that an increase in Vertical Integration Strategy by one (1) unit would lead to the financial performance of commercial state corporations in Kenya by 0.474 multiple units. Based on statistical evidence the Vertical Integration Strategy had a significant effect on the financial performance of Commercial State Corporations in Kenya. The results are supported by Njuguna (2019) examined the contribution of vertical integration on the performance of non-financial firms listed in NSE and established a positive significant contribution of vertical integration strategy on the performance of the firms. According to the regression analysis, the collective use of corporate strategies accounted for 56.3% of the changes in performance. The results revealed that a moderation of

capital structure significantly the relationship between corporate strategies and firm performance. Kenyoru, Chumba, Chumba, Finance, and Rotich (2016) established that the positive contribution of vertical product diversification to bank financial performance further supports the finding.

Vertical Integration Strategy on Customer Performance of State Corporations

This section presents the results of the effect of vertical strategies on the performance of Commercial State Corporations in Kenya. In testing the effect of Vertical Integration Strategy on performance of state corporations, the study used the following Balanced Score Card measures; customers' performance as the outcome variable against Vertical Integration Strategy as the cause variable.

Table 43

Model Summary for Vertical Integration Strategy on Customer Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.505	.293	.283	.74830

Results from Table 43 revealed that the R-value was 0.505 whereas R Square was 0.293, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, "customers' performance of Commercial State Corporations in Kenya." was explained by the independent variable, "horizontal integration strategy". In this case, 28.3% was the R Squared, which was fairly large indicating a high degree of correlation. The high degree of correlation implied that the 28.3% variation of the dependent variable (Customer performance) of the state corporation was due to changes in the independent variable (Vertical Corporate Strategy).

Table 44

ANOVA for Corporate Strategy and Financial Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.232	1	5.232	9.343	.003[b]
	Residual	50.955	91	.560		
	Total	56.187	92			

The Predictors: "horizontal integration strategy." The Dependable variable: "Customers' performance of Commercial State Corporations in Kenya". Table 44 indicated that the regression model predicted the outcome variable significantly with p=0.003, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high correlation between the independent variable (vertical strategies) and dependent variable (customers'' performance).

Table 45

Vertical Integration Strategy on Customers' Performance

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.767	.492		3.589	.001
	Vertical Strategy	.382	.125	.305	3.057	.003

Table 45 shows the results of the analysis of the effect of the Vertical Integration Strategy on customers' performance of commercial state corporations in Kenya. The study established a significant effect of vertical strategy on customers' performance of commercial state corporations in Kenya, β =0.382, p=0.003<0.05. The results therefore indicated that an increase in Vertical Integration Strategy by one (1) unit would lead to customers' performance of commercial state corporations in Kenya by 0.382 multiple

units. Based on statistical evidence deduced that the Vertical Integration Strategy had a significant effect on customers' performance of Commercial State Corporations in Kenya. Wanjiru (2016) used an explanatory design to investigate the contributions of product diversification strategy (independent variable) to firm performance (dependent variable) and found that vertical product diversification improves firm performance, according to the findings, also supports the finding. To improve risk management associated with the diversification process, real estate companies should establish policy for per unit cost allocation of diversified products and implement risk management strategies, according to the study.

Vertical Integration Strategy on Internal Business Process Performance of State Corporations

This section presents the results of the effect of vertical integration strategies on the internal business process performance of Commercial State Corporations in Kenya. In testing the effect of Vertical Integration Strategy on internal business process performance of state corporations, the study used the following Balanced Score Card measures; internal business process performance as the outcome variable against Vertical Integration Strategy as the cause variable.

Table 46

Model Summary for Vertical Integration Strategy on Internal Business Process Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.395[a]	.156	.147	.72084

Results from Table 46 revealed that the R-value was 0.395 whereas R Square was 0.256, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, "internal business process performance of Commercial State

Corporations in Kenya." was explained by the independent variable, "vertical integration strategy". In this case, 15.6% was the R Squared, which was fairly large indicating a high degree of correlation. The fairly large degree of correlation implied that a 15.6% variation of the dependent variable (Internal Business Process performance) of the state corporation was due to changes in the independent variable (Vertical Corporate Strategy).

Table 47

ANOVA for Vertical Integration Strategy on Internal Business Process Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.936	1	8.936	17.197	.000[b]
	Residual	48.323	93	.520		
	Total	57.259	94			

The Predictors: "vertical integration strategy." The Dependable variable: "Internal business process performance of Commercial State Corporations in Kenya". Table 47 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high correlation between the independent variable (vertical integration strategies) and the dependent variable (internal business process performance).

Table 48

Vertical Integration Strategy on Internal Business Process Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.358	.468		2.903	.005
	Vertical Strategy	.490	.118	.395	4.147	.000

Table 48 shows the results of the analysis of the effect of the Vertical Integration Strategy on the internal business process performance of commercial state corporations in Kenya. The study established a significant effect of vertical strategy on the internal business process performance of commercial state corporations in Kenya, $\beta = 0.490$, $p = 0.000 < 0.05$. The results therefore indicated that an increase in Vertical Integration Strategy by one (1) unit would lead to internal business process performance of commercial state corporations in Kenya by 0.490 multiple units. Based on statistical evidence the Vertical Integration Strategy had a significant effect on the internal business process performance of Commercial State Corporations in Kenya. This finding is supported by Oloda (2017) conducted a study to investigate the contribution of vertical integration to organizational survival in selected Nigerian manufacturing firms and found a significant relationship between vertical integration and organizational survival, with a focus on the forward and backward integration dimensions.

Vertical Integration Strategy on Learning and Growth Performance of State Corporations

This section presents the results of the effect of the Vertical Integration Strategy on the learning, growth, and development strategies performance of Commercial State Corporations in Kenya. In testing the effect of vertical integration Strategy on the

learning, growth, and development performance of state corporations, the study used the following Balanced scorecard measures; learning, growth, and development performance as the outcome variable against Vertical Integration Strategy as the cause variable. Oloda (2017) supports the finding

Table 49

Model Summary for Vertical Integration Strategy on Learning and Growth Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361[a]	.131	.121	.53823

Results from Table 49 revealed that the R-value was 0.361 whereas R Square was 0.131, which indicated a low degree of correlation. The R^2 value indicates how much of the dependent variable, "learning, growth and development performance of Commercial State Corporations in Kenya." was explained by the independent variable, "vertical integration strategy". In this case, 13.1% was the R Squared, which was fairly high indicating a high degree of correlation. The fairly large degree of correlation implied that the 13.1% variation of the dependent variable (Learning Growth and Development Performance) of the state corporation was due to changes in the independent variable (Vertical Corporate Strategy)

Table 50

ANOVA for Vertical Integration Strategy on Learning and Growth Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.046	1	4.046	13.966	.000[b]
	Residual	26.941	93	.290		
	Total	30.987	94			

The Predictors: "vertical integration strategy." The Dependable variable: “learning, growth and development performance of Commercial State Corporations in Kenya”. Table 50 indicated that the regression model predicted the outcome variable significantly with p=0.027<0.05, which was greater than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high degree of correlation between the independent variable (learning, growth, and development strategies) and the dependent variable (learning, growth, and development performance). Based on statistical evidence the Vertical Integration Strategy had a significant effect learning, growth, and development performance of Commercial State Corporations in Kenya.

Table 51

Vertical Integration Strategy on Learning and Growth Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.014	.349		5.765	.000
	Vertical Strategy	.330	.088	.361	3.737	.000

Table 51 shows the results of the analysis of the effect of the Vertical Integration Strategy on the learning, growth, and development performance of commercial state corporations in Kenya. The study established a significant effect of Vertical Integration Strategy on learning, growth and development performance of commercial state corporations in Kenya, β =0.330, p=0.000<0.05. The results therefore indicated that an increase in Vertical Integration Strategy by one (1) unit would lead to learning, growth and development performance of commercial state corporations in Kenya by 0.201 multiple units. Based on statistical evidence deduced that Vertical Integration Strategy

had significant effect on learning, growth and development performance of Commercial State Corporations in Kenya.

The hypothesis **$H0_3$** that vertical integration strategy has no significant effect on the performance of Commercial State Corporations in Kenya was rejected. This was based on a statistical test that established a significant effect of vertical integration strategy on the financial, customers, internal business process and learning, growth, and development performance of Commercial State Corporations in Kenya. The researcher therefore concluded that the vertical integration strategy had a significant effect on the financial performance of commercial state corporations in Kenya.

4.5.4 Collaboration Strategy on Performance of Commercial State Corporations

This section presents the results of the effect of collaboration strategies on the performance of Commercial State Corporations in Kenya. In testing the effect of collaboration strategy on the performance of state corporations, the study used the following Balanced Score Card measures; financial performance as the outcome variable against collaboration strategy as the cause variable.

Table 52

Model Summary for Collaboration Strategy on Customers' Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.486[a]	.236	.229	.57990

Results from Table 52 revealed that the R-value was 0.486 whereas R Square was 0.236, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, "financial performance of Commercial State Corporations in Kenya." was explained by the independent variable, "collaboration strategy". In this

case, 23.6% was the R Squared, which was fairly large indicating a high degree of correlation. The high degree of correlation implied that the 23.6% variation of the dependent variable (Financial performance) of the state corporation was due to changes in the independent variable (Collaboration Strategy).

Table 53

ANOVA for Vertical Strategy on Financial Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.998	1	9.998	29.731	.000[b]
	Residual	32.283	96	.336		
	Total	42.281	97			

The Predictors: "Collaboration strategy." The Dependable variable: “Financial performance of Commercial State Corporations in Kenya”. Table 53 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high correlation between the independent variable (collaboration strategy) and the dependent variable (financial performance).

Table 54

Collaboration Strategy on Financial Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.593	.371		4.297	.000
	Collaboration strategy	.505	.093	.486	5.453	.000

Table 54 shows the results of the analysis of the effect of the Collaboration strategy on the financial performance of commercial state corporations in Kenya. The study established a significant effect of collaboration strategy on the financial performance of commercial state corporations in Kenya, $\beta = 0.505$, $p = 0.000 < 0.05$. The results therefore indicated that an increase in Collaboration strategy by one (1) unit would lead to the financial performance of commercial state corporations in Kenya by 0.505 multiple units. Based on statistical evidence deduced that collaboration strategy had a significant effect on the financial performance of Commercial State Corporations in Kenya. This finding is supported by Mwangi's (2014) research, which looked into how strategic alliances contribute to the growth of Kenya Commercial Bank Group, which established that strategic alliances enable participating banks to leverage their resources and capabilities by tapping into their partners' resources, knowledge, capabilities, and skills.

Collaboration Strategy on Customers' Performance of State Corporations

This section presents the results of the effect of collaboration strategy on the performance of Commercial State Corporations in Kenya. In testing the effect of collaboration strategy on performance of state corporations, the study used the following Balanced Score Card measures; customers' performance as the outcome variable against Collaboration strategy as the cause variable.

Table 55

Model Summary for Effect of Collaboration Strategy on Customers' Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.469[a]	.220	.212	.68273

Results from Table 55 revealed that the R-value was 0.469 whereas R Square was 0.220, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, “customers’ performance of Commercial State Corporations in Kenya.” was explained by the independent variable, “collaboration strategy". In this case, 22% was the R Squared, which was fairly large indicating a high degree of correlation. The high degree of correlation implied that a 22% variation in the dependent variable (Customer performance) of the state corporation was due to changes in the independent variable (Collaboration Strategy).

Table 56

ANOVA for Collaboration Strategy and Financial Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.372	1	12.372	26.543	.000[b]
	Residual	43.815	94	.466		
	Total	56.187	95			

The Predictors: "horizontal integration strategy." The dependable variable: “customers’ performance of Commercial State Corporations in Kenya”. Table 56 indicated that the regression model predicted the outcome variable significantly with p=0.003, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. The implication of this finding was that the data collected for the study had high correlation between the independent variable (collaboration strategy) and dependent variable (customers’ performance).

Table 57

Collaboration Strategy on Customer Performance of Commercial State corporations

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.012	.439		2.302	.024
	Collaboration strategy	.567	.110	.469	5.152	.000

Table 57 shows the results of the analysis of the effect of the Collaboration strategy on customers' performance of commercial state corporations in Kenya. The study established a significant effect of collaboration strategy on customers' performance of commercial state corporations in Kenya, $\beta = 0.561$, $p=0.000<0.05$. The results therefore indicated that an increase in Collaboration strategy by one (1) unit would lead to customers' performance of commercial state corporations in Kenya by 0.561 multiple units. Based on statistical evidence deduced that collaboration strategy had a significant effect on customers' performance of Commercial State Corporations in Kenya. The study is supported by Nzengya (2013) researched strategic alliances among Kenyan banks. In the study, the descriptive survey design was used, and data was collected using a structured questionnaire and found mergers are the most common type of strategic alliance in Kenya's banking industry. The primary motivations for strategic alliances were profit and revenue maximization, as well as gaining a competitive advantage. According to the study, banks should look into non-aligned partnerships.

Collaboration Strategy on Internal Business Process Performance of State Corporations

This section presents the results of the effect of collaboration strategy on internal business process performance of Commercial State Corporations in Kenya. In testing the

effect of collaboration strategy on internal business process performance of state corporations, the study used the following Balanced Score Card measures; internal business process performance as the outcome variable against Collaboration strategy as the cause variable.

Table 58

Model Summary for Collaboration Strategy on Internal Business Process Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.345[a]	.119	.110	.73112

Results from Table 58 revealed that the R value was 0.345 whereas R Square was 0.119, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, “internal business process performance of Commercial State Corporations in Kenya.” was explained by the independent variables, “collaboration strategy". In this case, 11.9% was the R Squared, which was fairly large indicating high degree of correlation. The fairly large degree of correlation implied that the 11.9 % variation of the dependent variable (Internal Business Process Performance) of the state corporation was due to changes in the independent variable (Collaboration Strategy).

Table 59

ANOVA for Collaboration Strategy and Internal Business Process Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.932	1	6.932	12.968	.001[b]
	Residual	51.315	96	.535		
	Total	58.247	97			

The Predictors: "collaboration strategy." The Dependable variable: “internal business process performance of Commercial State Corporations in Kenya”. Table 59 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high correlation between the independent variable (collaboration strategy) and dependent variable (internal business process performance).

Table 60

Collaboration Strategy on Internal Business Process Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.593	.467		3.408	.001
	Collaboration strategy	.420	.117	.345	3.601	.001

Table 60 shows the results of the analysis of the effect of the Collaboration strategy on the internal business process performance of commercial state corporations in Kenya. The study established a significant effect of collaboration strategy on the internal business process performance of commercial state corporations in Kenya, β =0.420, $p=0.001<0.05$. The results therefore indicated that an increase in Collaboration strategy by one (1) unit would lead to internal business process performance of commercial state corporations in Kenya by 0.420 multiple units. Based on statistical evidence deduced that collaboration strategy had a significant effect on the internal business process performance of Commercial State Corporations in Kenya.

Collaboration Strategy on Learning and Growth Performance of State Corporations

This section presents the results of the effect of Collaboration strategy on the learning, growth, and development strategies performance of Commercial State Corporations in Kenya. In testing the effect of collaboration strategy on learning, growth, and development performance of state corporations, the study used the following Balanced Score Card measures; learning, growth, and development performance as the outcome variable against Collaboration strategy as the cause variable.

Table 61

Model Summary for Effect of Collaboration Strategy on Learning and Growth Performance of State Corporations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.414[a]	.171	.163	.53747

Results from Table 61 revealed that the R-value was 0.414 whereas R Square was 0.171, which indicated a low degree of correlation. The R^2 value indicates how much of the dependent variable, “learning, growth and development performance of Commercial State Corporations in Kenya.” was explained by the independent variable, “collaboration strategy". In this case, 17.1% was the R Squared, which was fairly high indicating a high degree of correlation. The fairly large degree of correlation implied that a 17.1% variation in the dependent variable (Learning, Growth, and Development Performance) of the state corporation was due to changes in the independent variable (Collaboration Strategy).

Table 62

ANOVA between Vertical Integration Strategy and Learning, Growth and Development Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.727	1	5.727	19.825	.000[b]
	Residual	27.732	96	.289		
	Total	33.459	97			

The Predictors: "Collaboration strategy." The Dependable variable: "Learning, growth and development performance of Commercial State Corporations in Kenya". Table 62 indicated that the regression model predicted the outcome variable significantly with $p=0.000<0.05$, which was greater than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. This finding implied that the data collected for the study had a high degree of correlation between the independent variable (collaboration strategy) and the dependent variable (learning, growth, and development performance). Based on statistical evidence deduced that collaboration strategy had a significant effect learning, growth, and development performance of Commercial State Corporations in Kenya.

Table 63

Collaboration Strategy on Learning and Growth Performance of Commercial State Corporations

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.760	.344		5.121	.000
	Collaboration strategy	.382	.086	.414	4.453	.000

Table 63 shows the results of the analysis of the effect of the Collaboration strategy on the learning, growth, and development performance of commercial state corporations in Kenya. The study established a significant effect of Collaboration strategy on learning, growth, and development performance of commercial state corporations in Kenya, $\beta = 0.382$, $p = 0.000 < 0.05$. The results therefore indicated that an increase in Collaboration strategy by one (1) unit would lead to learning, growth, and development performance of commercial state corporations in Kenya by 0.382 multiple units. Based on statistical evidence deduced that the Collaboration strategy had a significant effect on the learning, growth, and development performance of Commercial State Corporations in Kenya. The finding is supported by Mwangi (2017) researched the contributions of related and unrelated diversification to organizational performance and found that the performance of related diversified firms improved with age, whereas unrelated diversified firms improved with firm size. According to the study, underperforming and unprofitable SMEs should consider unrelated diversification as a means of increasing profitability, and firms seeking to engage in unrelated diversification should prioritize growth and asset accumulation to achieve a larger firm size, which contributes to improved performance.

The hypothesis **$H0_4$** that collaboration strategy has no significant effect on the performance of Commercial State Corporations in Kenya was rejected. This was based on a statistical test that established a significant effect of collaboration strategy on financial, customers, internal business process, and learning, growth, and development performance of Commercial State Corporations in Kenya. The researcher therefore concluded that collaboration strategy had a significant effect on the financial performance of commercial state corporations in Kenya.

4.5.6 Moderating effect of the Strategic Plan Implementation on the Relationship between Corporate Strategies and Financial Performance of Commercial State Corporations in Kenya

The research also set an objective to analyze the moderating effect of the strategic plan implementation on the relationship between corporate strategies and the performance of Commercial State Corporations in Kenya. This was important since strategic plan implementation can accelerate the relationship between corporate strategies and performance of Commercial State Corporations in Kenya. The policy can also decelerate the relationship or altogether may not have any moderating influence. The researcher used multivariate regression analysis to establish this relationship.

Combined Effect of Corporate Strategies on Financial Performance of Commercial State Corporations

This section presents the combined effect of corporate strategies on the financial performance of Commercial State Corporations in Kenya before the introduction of the interaction of strategic plan implementation.

Table 64

Model Summary for Combined Effect of Corporate Strategies on Financial Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695[a]	.484	.460	.48671

Results from Table 64 present the R^2 before the introduction of the interaction of strategic plan implementation as a moderator variable. The revealed that the R-value was 0.695 whereas R Square was 0.484, which indicated a low degree of correlation. The R^2 value indicates how much of the dependent variable, "learning, growth and development performance of Commercial State Corporations in Kenya." was explained by the

independent variable, “collaboration strategy". In this case, 48.4% was the R Squared, which was high indicating a high degree of correlation. The high degree of correlation implied that 48.4% variation of the dependent variable (financial performance) of the state corporation was due to changes in the independent variable (Corporate Strategy).

Table 65

ANOVA between Corporate Strategies on Financial Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.750	4	4.937	20.843	.000[b]
	Residual	21.083	89	.237		
	Total	40.833	93			

Table 65 indicated that the regression model predicted the outcome variable significantly with p=0.000<0.05, which was greater than 0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable. The implication of this finding was that the data collected for the study had high degree correlation between the independent variable (corporate strategies) and dependent variable (financial performance). Based on the statistical evidence deduced that corporate strategy had significant effect on financial performance of Commercial State Corporations in Kenya.

Table 66

Effect of Corporate Strategies on Financial Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.148	.428		.345	.731
	Concentric strategy	.379	.093	.326	4.075	.000
	Horizontal strategy	.333	.097	.334	3.438	.001
	Vertical strategy	.016	.112	-.016	.147	.884
	Collaboration strategy	.303	.100	.295	3.018	.003

The study established a significant effect of concentric strategy on the financial performance of commercial state corporations in Kenya, $\beta = 0.379$, $p=0.000<0.05$. The results therefore indicated that an increase in concentric strategy by one (1) unit would lead to the financial performance of commercial state corporations in Kenya by 0.379 multiple units. Concerning horizontal integration strategy, the study established a significant effect of concentric strategy on the financial performance of commercial state corporations in Kenya, $\beta = 0.333$, $p=0.001<0.05$. The results therefore indicated that an increase in horizontal integration strategy by one (1) unit would lead to the financial performance of commercial state corporations in Kenya by 0.333 multiple units. Third, the study established an insignificant effect on the financial performance of commercial state corporations in Kenya, $p=0.001>0.05$.

Lastly, concerning collaboration strategy, the study established a significant effect of collaboration strategy on financial performance of commercial state corporations in Kenya, $\beta = 0.303$, $p = 0.003 < 0.05$. The results therefore indicated that an increase in collaboration strategy by one (1) unit would lead to the financial performance of commercial state corporations in Kenya by 0.303 multiple units. Based on statistical evidence presented, the researcher deduced that corporate strategy had significant effect on financial performance of Commercial State Corporations in Kenya (See Table 4.66). Jiang, Li, and Meng (2022) who established that the benefit linkage effect positively influences collaboration performance support this finding. However, this impact varies depending on the type of organizational structure. Specifically, in non-joint stock consortia, the resource allocation effect, capitalization effect, and correlation effect of the benefit linkage positively influence collaboration performance.

The finding is further supported by Santos, Wojahn, and Garcia (2022) who established that joint problem-solving significantly impacted the textile sector, while joint planning was a major factor affecting operational performance in the metal-mechanical sector. Ludviga (2019) also supports the findings from the current study in his finding that decentralization, outcome-based performance management, and internal trust positively affect collaboration within organizational boundaries, as well as performance measured by customer satisfaction. It was observed that internal trust is a more crucial factor for collaboration in large organizations compared to smaller ones. The research suggests that managers should prioritize building trust-based relationships within their organizations, as the impact of trust on collaboration is highly significant.

The results revealed that corporate strategies (Concentric, horizontal, and collaboration) had a significant and positive effect on the performance of state corporations in Kenya. The model now becomes:

$Y = 0.184 + 0.379X_1 + 0.333X_2 + 0.016X_3 + 0.303X_4 + \varepsilon$

Where

X_1 – Concentric Strategy

X_2 – Horizontal integration strategy

X_3 – Vertical Integration Strategy

X_4 – Collaboration Strategy

The finding is supported by Nyakeriga's (2018) study on the elements influencing strategic plan implementation in Kenya's newly founded public institutions, as well as Kirui's (2017) study on institutional variables influencing strategic goal attainment in previous Kenyan local governments.

Strategic Plan Implementation on the Relationship between Corporate Strategies and Financial Performance

This section presents the regression results of the moderating effect of the strategic plan implementation on the relationship between corporate strategies and the financial performance of Commercial State Corporations in Kenya.

Table 67

Model Summary for Strategic Plan Implementation on the Relationship between Corporate Strategies and Financial Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.695	.484	.460	.48671
2	0.836	.698	.681	.37415
Difference	0.141	0.215	0.221	-0.113

Results from Table 67 present the R^2 before and after the interaction of the moderating variable – strategic plan implementation on the relationship between corporate strategies and financial performance of Commercial State Corporations in Kenya. After the interaction of strategic plan implementation, the R-value was 0.836 with an R^2 of 0.698. The study established a positive change in R^2 of 0.215, which made the researcher conclude that strategic plan implementation had a moderating effect on the relationship between corporate strategies and the performance of Commercial State Corporations in Kenya. The results indicated that strategic plan implementation accelerated customers' performance by a variability of 21.5%, which indicated a high degree of correlation.

Table 68

ANOVA on Strategic Plan Implementation on the relationship between Corporate Strategies and Customers' performance of Commercial State Corporations in Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.750	4	4.937	20.843	.000[b]
	Residual	21.083	89	.237		
	Total	40.833	93			
2	Regression	28.514	5	5.703	40.738	.000[c]
	Residual	12.319	88	.140		
	Total	40.833	93			

Findings in Table 68 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05 before and after the interaction of the moderating variable which indicated that the model statistically and significantly predicted the outcome variable. Before the introduction of the interaction of the strategic plan, implementation as a moderator variable the F-Statistics was 20.84 compared to the F-Statistics after the interaction of the strategic plan implementation, as a moderator variable was 40.74. There was further positive change in F-Statistics by 19.90 still indicating that the strategic plan implementation had a moderating effect on the relationship between corporate strategies and financial performance of Commercial State Corporations in Kenya.

Kiprotich supports this finding and Morongo (2018) investigated the impact of strategic plan implementation on public-sector service delivery, with a particular focus on Kenya's Ministry of Labour who established a strong positive relationship in the public sector between the independent variable (strategic plan implementation) and the dependent variable (service delivery). The independent variables explained 63.80% of the variation in service delivery, with the remaining 36.20% explained by variables or factors outside the model. This implies that the variables in the study are highly significant and should be taken into account when attempting to improve service delivery.

Table 69

The relationship between Corporate Strategies and Financial performance of Commercial State Corporations in Kenya in the Presence of Strategic Plan Implementation

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	-.148	.428		-.345	.731
Concentric Strategy	.379	.093	.326	4.075	.000
Horizontal Strategy	.333	.097	.334	3.438	.001
Vertical Strategy	-.016	.112	-.016	-.147	.884
Collaboration strategy	.303	.100	.295	3.018	.003
(Constant)	-.743	.337		-2.205	.030
Concentric Strategy	.293	.072	.252	4.051	.000
Horizontal Strategy	.031	.084	.031	.367	.715
Vertical Strategy	.079	.087	.076	.912	.364
Collaboration Strategy	.186	.079	.181	2.362	.020
Strategic Plan	.645	.082	.577	7.913	.000

The results from the regression revealed that when strategic plan implementation was introduced, two corporate strategies (horizontal integration strategy $p>0.05$ and vertical integration strategy $p>0.05$) had an insignificant relationship with the financial performance of state corporations in Kenya. The implication of the insignificant relationship implied that the State Corporations had challenges implementing strategic plans, which also affected the implementation of horizontal and vertical integration strategies. The presence of strategic plan implementation, (concentric strategy and collaboration strategy) had a significant relationship with the financial performance of state corporations in Kenya. This further confirmed that strategic plan implementation moderated the relationship between corporate strategies and the financial performance of state corporations in Kenya (See Table 69).

The model now becomes:

$Y = -0.743 + 0.293X_1 + 0.031X_2 + 0.079X_3 + 0.186X_4 + \varepsilon$

Where

X_1 – Concentric Strategy

X_2 – Horizontal integration strategy

X_3 – Vertical Integration Strategy

X_4 – Collaboration Strategy

Strategic Plan Implementation on the Relationship between Corporate Strategies and Customers' Performance

This section presents the regression results of the moderating effect of the strategic plan implementation on the relationship between corporate strategies and customers' performance of Commercial State Corporations in Kenya.

Table 70

Model Summary for Strategic Plan Implementation on the Relationship between Corporate Strategies and Customers' Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.741	.549	.528	.539
2	0.747	.559	.533	.536
Change	0.006	0.010	0.005	-0.003

Results from Table 70 present the R^2 before and after the interaction of the moderating variable – strategic plan implementation on the relationship between corporate strategies and customers' performance of Commercial State Corporations in Kenya. After the

interaction of strategic plan implementation, the R-value was 0.747 with an R^2 of 0.559. The study established a positive change in R^2 of 0.010, which made the researcher conclude that strategic plan implementation had a moderating effect on the relationship between corporate strategies and customers' performance of Commercial State Corporations in Kenya. The results indicated that strategic plan implementation accelerated customers' performance by a variability of 1%, which indicated a fair degree of correlation.

Table 71

ANOVA on Strategic Plan Implementation on the relationship between Corporate Strategies and Customers' performance of Commercial State Corporations in Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.702	4	7.676	26.468	.000[b]
	Residual	25.229	87	.290		
	Total	55.931	91			
2	Regression	31.238	5	6.248	21.759	.000[c]
	Residual	24.693	86	.287		
	Total	55.931	91			

Findings in Table 71 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05 before and after the interaction of the moderating variable which indicated that the model statistically and significantly predicted the outcome variable. Before the introduction of the interaction of the strategic plan, implementation as a moderator variable the F-Statistics was 26.47 compared to the F-Statistics after the interaction of the strategic plan implementation, as a moderator variable was 21.76. There was a further negative change in F-Statistics by 4.71 still indicating that the strategic plan implementation had a negative moderating effect on the

relationship between corporate strategies and customers' performance of Commercial State Corporations in Kenya.

Table 72

The relationship between Corporate Strategies and Customers' performance of Commercial State Corporations in Kenya in the Presence of Strategic Plan Implementation

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	-1.168	.473		-2.469	.016
Concentric Strategy	.727	.108	.524	6.755	.000
Horizontal Strategy	.319	.108	.268	2.950	.004
Vertical Strategy	-.306	.125	-.245	-2.452	.016
Collaboration Strategy	.451	.111	.371	4.051	.000
(Constant)	-1.017	.483		-2.104	.038
Concentric Strategy	.755	.109	.544	6.925	.000
Horizontal Strategy	.391	.120	.328	3.263	.002
Vertical Strategy	-.301	.126	-.267	-2.650	.010
Collaboration Strategy	.479	.113	.395	4.255	.000
Strategic Plan	-.162	.118	-.121	-1.366	.176

The results from the regression in Table 72 revealed that when strategic plan implementation was introduced, although all four corporate strategies (concentric, horizontal integration, vertical integration, and collaboration) had a significant relationship with customer performance of the state corporations in Kenya, the unstandardized beta coefficient changed with the strategic plan increasing all the beta coefficients. This finding indicated that properly implemented corporate strategies would improve customers' performance in the presence of a properly implemented strategic plan This further confirmed that strategic plan implementation moderated the relationship between corporate strategies and financial performance of state corporations in Kenya. Mutuva (2017) established that a lack of knowledge and understanding of the

strategic plan, rather than deviant managers, was the most significant impediment to implementation supporting this finding. Kiprotich and Morongo (2018) who established a strong positive relationship in the public sector between the independent variable (strategic plan implementation) and the dependent variable (service delivery) further support the finding. The independent variables explained 63.80% of the variation in service delivery, with the remaining 36.20% explained by variables or factors outside the model. This implies that the variables in the study are highly significant and should be taken into account when attempting to improve service delivery.

The model now becomes:

$$Y = -1.017 + 0.755X_1 + 0.319X_2 - 0.301X_3 + 0.479X_4 + \varepsilon$$

Where

X_1 – Concentric Strategy

X_2 – Horizontal integration strategy

X_3 – Vertical Integration Strategy

X_4 – Collaboration Strategy

This finding is supported by Kassim, Gichunge, and Mbithi's (2022) study investigated the effects of strategy implementation on the performance of charitable non-governmental organizations (NGOs), with a focus on Save the Children Kenya who found that leadership and technology play critical roles in improving the performance of non-governmental organizations.

Strategic Plan Implementation on the Relationship between Corporate Strategies and Internal Business Process Performance

This section presents the regression results of the moderating effect of the strategic plan implementation on the relationship between corporate strategies and internal business process performance of Commercial State Corporations in Kenya.

Table 73

Model Summary for Strategic Plan Implementation on the Relationship between Corporate Strategies and Internal Business Process Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.558	.311	.280	.66514
2	0.676	.456	.425	.59438
Change	0.118	0.145	0.145	-0.071

Results from Table 73 present the R^2 before and after the interaction of the moderating variable – strategic plan implementation on the relationship between corporate strategies and internal business process performance of Commercial State Corporations in Kenya. After the interaction of strategic plan implementation, the R-value was 0.558 with an R^2 of 0.676. The study established a positive change in R^2 of 0.118, which made the researcher conclude that strategic plan implementation had a moderating effect on the relationship between corporate strategies and internal business process performance of Commercial State Corporations in Kenya. The results indicated that strategic plan implementation accelerated internal business process performance by a variability of 11.8%, which indicated a high degree of correlation.

Table 74

ANOVA on Strategic Plan Implementation on the relationship between Corporate Strategies and Internal Business Process performance of Commercial State Corporations in Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.808	4	4.452	10.063	.000[b]
	Residual	39.375	89	.442		
	Total	57.184	93			
2	Regression	26.094	5	5.219	14.772	.000[c]
	Residual	31.090	88	.353		
	Total	57.184	93			

Findings in Table 74 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05 before and after the interaction of the moderating variable which indicated that the model statistically and significantly predicted the outcome variable. Before the introduction of the interaction of the strategic plan, implementation as a moderator variable the F-Statistics was 10.06 compared to the F-Statistics after the interaction of the strategic plan implementation, as a moderator variable was 17.77. There was a further positive change in F-Statistics by 4.71 still indicating that the strategic plan implementation had a positive moderating effect on the relationship between corporate strategies and internal business process performance of Commercial State Corporations in Kenya. Kassim, Gichunge, and Mbithi (2022) support the study and establish that leadership and technology play critical roles in improving the performance of non-governmental organizations.

Table 75

Strategic Plan Implementation on the relationship between Corporate Strategies and Internal Business Process performance of Commercial State Corporations in Kenya

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	-.355	.584		-.607	.545
Concentric Strategy	.510	.127	.371	4.012	.000
Horizontal Strategy	.049	.132	.041	.369	.713
Vertical Strategy	.200	.153	.161	1.306	.195
Collaboration Strategy	.207	.137	.171	1.509	.135
(Constant)	-.934	.536		-1.744	.085
Concentric Strategy	.427	.115	.310	3.710	.000
Horizontal Strategy	-.245	.133	-.208	-1.844	.069
Vertical Strategy	.293	.138	.236	2.121	.037
Collaboration Strategy	.093	.125	.077	.744	.459
Strategic Plan	.627	.130	.474	4.843	.000

The results from the regression revealed that when strategic plan implementation was introduced, three corporate strategies (horizontal integration strategy $p>0.05$, vertical integration strategy $p>0.05$, and collaboration strategy $p>0.05$) had an insignificant relationship with the internal business process performance of the state corporations in Kenya. The implication of the insignificant relationship also implied that the State Corporations had challenges implementing strategic plans, which also affected the implementation of horizontal and vertical integration strategies. In the presence of strategic plan implementation, only one strategy (concentric strategy) had a significant relationship with the financial performance of state corporations in Kenya. When strategic plan implementation was introduced, two corporate strategies (Concentric strategy $p<0.05$ and vertical integration strategy $p<0.05$) had a significant relationship with internal business process performance. This further confirmed that strategic plan

implementation moderated the relationship between corporate strategies and the internal business process performance of state corporations in Kenya (See Table 75).

The model now becomes:

$Y = -0.934 + 0.427X_1 - 0.245X_2 + 0.293X_3 + 0.093X_4 + \varepsilon$

Where

X_1 – Concentric Strategy

X_2 – Horizontal integration strategy

X_3 – Vertical Integration Strategy

X_4 – Collaboration Strategy

Strategic Plan Implementation on the Relationship between Corporate Strategies and Learning, Growth, and Development Performance

This section presents the regression results of the moderating effect of the strategic plan implementation on the relationship between corporate strategies and the learning, growth, and development performance of Commercial State Corporations in Kenya.

Table 76

Model Summary for Strategic Plan Implementation on the Relationship between Corporate Strategies and Learning, Growth, and Development Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.492	0.242	0.208	0.514
2	0.620	0.384	0.349	0.466
Change	0.128	0.142	0.141	-0.048

Results from Table 76 present the R^2 before and after the interaction of the moderating variable – strategic plan implementation on the relationship between corporate strategies

and internal business process performance of Commercial State Corporations in Kenya. After the interaction of strategic plan implementation, the R-value was 0.620 with an R^2 of 0.384. The study established a positive change in R^2 of 0.142, which made the researcher conclude that strategic plan implementation had a moderating effect on the relationship between corporate strategies and the learning, growth, and development performance of Commercial State Corporations in Kenya. The results indicated that strategic plan implementation accelerated learning, growth, and development performance by a variability of 14.2%, which indicated a high degree of correlation.

Table 77

ANOVA on Strategic Plan Implementation on the relationship between Corporate Strategies and Learning, Growth, and Development performance of Commercial State Corporations in Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.507	4	1.877	7.114	.000[b]
	Residual	23.477	89	.264		
	Total	30.984	93			
2	Regression	11.899	5	2.380	10.973	.000[c]
	Residual	19.085	88	.217		
	Total	30.984	93			

Findings in Table 77 indicated that the regression model predicted the outcome variable significantly with p=0.000, which was less than 0.05 before and after the interaction of the moderating variable which indicated that the model statistically and significantly predicted the outcome variable. Before the introduction of the interaction of the strategic plan, implementation as a moderator variable the F-Statistics was 7.11 compared to the F-Statistics after the interaction of the strategic plan implementation, as a moderator variable was 10.97. There was a further positive change in F-Statistics by 3.86 still

indicating that the strategic plan implementation had a positive moderating effect on the relationship between corporate strategies and the learning, growth, and development performance of Commercial State Corporations in Kenya.

Table 78

Strategic Plan Implementation on the Relationship between Corporate Strategies and Learning, Growth, and Development Performance

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	1.841	.451		4.081	.000
Concentric Strategy	-.138	.098	-.136	-1.404	.164
Horizontal Strategy	-.006	.102	-.007	-.055	.956
Vertical Strategy	.153	.118	.168	1.297	.198
Collaboration Strategy	.352	.106	.393	3.315	.001
(Constant)	1.420	.420		3.383	.001
Concentric Strategy	-.199	.090	-.196	-2.207	.030
Horizontal Strategy	-.219	.104	-.253	-2.109	.038
Vertical Strategy	.221	.108	.242	2.042	.044
Collaboration Strategy	.268	.098	.300	2.741	.007
Strategic plan Implementation	.457	.101	.469	4.500	.000

The results from the regression revealed that when strategic plan implementation was introduced, all four corporate strategies (concentric strategy $p<0.05$, horizontal integration strategy $p<0.05$, vertical integration strategy $p<0.05$, and collaboration strategy $p<0.05$) had a significant relationship with learning, growth and development performance of state corporations in Kenya. This further confirmed that strategic plan implementation moderated the relationship between corporate strategies and internal business process performance of state corporations in Kenya (See Table 78).

The model now becomes:

$Y = 0.142 - 0.199_1 - 0.219X_2 + 0.221X_3 + 0.268X_4 + \varepsilon$

Where

X_1 – Concentric Strategy

X_2 – Horizontal integration strategy

X_3 – Vertical Integration Strategy

X_4 – Collaboration Strategy

Table 79

Moderating Effect of Strategic Plan Implementation between Corporate Strategies and Performance Prioritized

Performance (BSC)	Change in R^2
Financial	0.215
Internal Business Process	0.145
Learning, Growth, and Development	0.143
Customers'	0.010

Table 79 presents the moderating effect of strategic plan implementation between corporate strategies and the performance of Commercial State Corporations ordered from the largest to the smallest change in the R^2. The results revealed that the strategic plan implementation had the largest change in financial performance with a change in R^2 of 21.5% followed by internal business process performance with a change in R^2 of 14.5%, learning, growth, and development performance with a change in R^2 of 14.2% and customers performance least with change in R^2 of 1%. This finding indicated that Commercial State Corporations in Kenya should improve on their strategic plan

implementation to achieve more in their financial and internal business process performance and learning, growth, and development performance.

The null hypothesis **H0$_5$** stated that the strategic plan implementation does not have a moderating effect on the relationship between corporate strategies and the performance of Commercial State Corporations in Kenya. Based on the changes in R2 of the moderating effect of the strategic plan implementation on the relationship between corporate strategies and financial, customers' internal business process, learning, growth, and development performance of Commercial State Corporations in Kenya, the null hypothesis **H0$_5$**: that the strategic plan implementation does not have moderating effect on the relationship between corporate strategies and performance of Commercial State Corporations in Kenya was rejected. The researcher therefore concluded that the strategic plan implementation had a moderating effect on the relationship between corporate strategies and the performance of Commercial State Corporations in Kenya.

Table 80

Hypotheses Testing

No	Hypotheses	P-value	Decision
$H0_1$	Concentric strategy has no significant effect on the performance of Commercial State Corporations in Kenya	P<0.000	Reject
$H0_2$	Horizontal integration strategy has no significant effect on the performance of Commercial State Corporations in Kenya	P<0.000	Reject
$H0_3$	Vertical integration strategy has no significant effect on the performance of Commercial State Corporations in Kenya	P<0.000	Reject
$H0_4$	Collaboration strategy has no significant effect on the performance of Commercial State Corporations in Kenya	P<0.000	Reject
5.$H0_5$	Strategic plan implementation does not have a moderating effect on the relationship between corporate strategies and the performance of Commercial State Corporations in Kenya	Change R-Square	Reject

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study by highlighting the methodology used, location, sample population, research findings, conclusions, and recommendations. The conclusion and recommendations in this chapter are presented according to the study objectives. The conclusions are drawn about the broader views of the moderating effect of strategic plan implementation on the relationship between corporate strategies and the performance of Commercial State Corporations in Kenya. Recommendations are drawn according to the empirical data collected during the study, analyzed, interpreted, and discussed based on the objectives.

5.2 Summary of the Findings

The study assessed the moderating effect of strategic plan implementation on the relationship between corporate strategies and the performance of Commercial State Corporations in Kenya. To achieve this, the study assesses the effect of concentric strategy on the performance of commercial state corporations in Kenya, Evaluates the effect of horizontal integration strategy on the performance of commercial state corporations in Kenya analyzes the effect of vertical integration strategy on the performance of commercial state corporations in Kenya; evaluates the effect of collaboration strategy on performance of commercial state corporations in Kenya; analyzes the moderating effect of the strategic plan implementation on the relationship between corporate strategies and performance of Commercial State Corporations in Kenya

5.2.1 Concentric Strategy on Performance of Commercial State Corporations

The descriptive statistics findings on concentric strategy revealed that commercial state corporations in Kenya did not employ this strategy to enhance their performance. Specifically, these corporations did not trade in closely related products, manage value chains to improve competitive performance, or provide after-sales services to customers. Additionally, starting new businesses did not enhance performance by increasing market knowledge, teamwork did not improve coordination and information sharing, and the corporations could not effectively respond to the competitive environment or expand into new markets by diversifying into new lines of business.

The first hypothesis, **$H0_1$**: The concentric strategy does not significantly affect the performance of commercial state-owned corporations in Kenya, was tested by means of regression analysis. The results were significant showing that there is a statistically significant relationship between concentric strategy and the performance of SOCs in Kenya. In addition, this finding is supported by Abdi (2021) who found out that diversification strategies had a positive correlation of 0.734 and $p<0.01$ with financial performance. This sheds light on how diversification affects the financial performance of energy and oil enterprises listed in the Nairobi Securities Exchange.

5.2.2 Horizontal Integration Strategy on Performance of Commercial State Corporations

The descriptive statistics findings on the horizontal integration strategy revealed that commercial state corporations in Kenya did not implement most elements of this strategy to enhance their performance. Specifically, these corporations did not use horizontal integration to merge functional units of other corporations as recommended by the Inspectorate of State Corporations. Consequently, these mergers did not result in lower

operating and marketing costs, achievement of economies of scale, or an increase in market share. Additionally, the mergers did not lead to better distribution or marketing networks, reduced competition, protected existing markets, or the evolution of new subsidiaries for expansion.

Regression analysis was used to investigate the second hypothesis, **$H0_2$:** Horizontal Integration Strategy does not significantly affect the performance of Commercial State Corporations in Kenya. The outcome revealed a significant effect, which means that horizontal integration strategy statistically affects Kenya's state corporations' performance. This study is supported by research carried out by Moses, Omare, and Ngacho (2019) where it was found that through integrating various services and functions thus leading to better performance outcomes; horizontal integration has enhanced the achievements at Huduma Centers.

5.2.3 Vertical Integration Strategy on Performance of Commercial State Corporations

The descriptive statistics findings on vertical integration strategy revealed that commercial state corporations in Kenya did not implement most elements of this strategy to enhance their performance. Vertical integration did not significantly help corporations use their input materials in the production cycle or aid in the distribution of products through established wholesale or retail outlets. Additionally, merging with or acquiring other corporations to form new companies and integrating services did not result in lower operating and marketing costs. State corporations have not expanded to provide services previously offered by competitors or benefit for newly established markets.

The third hypothesis, **$H0_3$:** Vertical integration strategy does not have a significant effect on the performance of Commercial State Corporations in Kenya, was tested by using

regression analysis. The results showed that there was a significant effect and therefore we reject the null hypothesis that vertical integration has no impact on financial performance of public enterprises. Njuguna (2019) who identified a positive significance between vertical integration strategy and firm performance supports this finding. According to the regression analysis, 56.3% of changes in performance were accounted for by collective use of corporate strategies.

5.2.4 Collaboration Strategy on Performance of Commercial State Corporations

The findings of descriptive statistics on collaboration strategy revealed that commercial state corporations in Kenya did not implement most elements of this strategy to improve their performance. Specifically, the collaboration strategy did not enable corporations to form joint human capital development alliances, develop market alliances for their products/services, establish memorandums for benchmarking, capital leveraging, transportation leveraging, communication leveraging, or corporate social responsibility with similar corporations.

Regression analysis was used to test the fourth hypothesis, $H0_4$: Collaboration strategy does not significantly affect the performance of Kenyan commercial state corporations. The results indicated that there was a significant effect, which implies that the collaboration strategy has statistical impacts on the performance of state corporations in Kenya. Mwangi (2017) supports this finding as he found out that for specialization (focused firms), there is a significant relationship with performance measured by Return on Assets (ROA), while related diversification has a strong positive association with ROA. In terms of Return on Capital Employed (ROCE), unrelated diversified firms performed well. The findings also revealed that managerial experience did not significantly contribute to the performance of various firms, while the firm's age and size did. Finally, according to the study small and micro businesses, engaging in related

diversification had higher ROA but those engaging in unrelated diversification had higher ROCE.

5.2.5 Moderating Effect of Strategic Plan Implementation on the Relationship between Corporate Strategies and Performance of Commercial State Corporations.

The descriptive statistics on strategic plan implementation revealed that commercial state corporations in Kenya failed to execute key elements of strategic plan implementation. Specifically, the corporations did not allocate physical resources for strategy implementation, provide adequate financial resources, strategically apply technology, and share the strategic plan among stakeholders to foster ownership or conduct end-term evaluations on the extent of strategic plan implementation.

The fifth hypothesis, **$H0_5$**: Strategic plan implementation does not serve, as a moderating factor in the relationship between corporate strategies and the performance of commercial state corporations in Kenya, was evaluated using regression analysis. This analysis assessed variations in R^2 before and after the introduction of the moderator variable, which showed a significant moderating effect of strategic plan implementation on the relationship between corporate strategies and performance. As a result, the study determined that strategic plan implementation statistically moderates the link between corporate strategies and the performance of commercial state corporations in Kenya. This conclusion is corroborated by Ndegwa (2022), who reported that state corporations effectively create and apply strategies, with regression analysis demonstrating a positive and significant impact of strategy implementation on organizational performance.

5.3 Conclusions

Based on the findings of the moderating effect of strategic plan implementation on the relationship between corporate strategies and the performance of commercial state corporations in Kenya, the study arrived at the following conclusions based on the set objectives:

The study established a significant effect of concentric strategy on the financial performance of commercial state corporations in Kenya. Statistical evidence indicates that concentric strategy significantly affects financial performance. Customer Performance: The study also found a significant effect of concentric strategy on customer performance. Statistical evidence demonstrated a significant impact of concentric strategy on customer performance. Internal Business Process Performance: The study identified a significant effect of concentric strategy on the internal business process performance of commercial state corporations. Statistical evidence confirmed a significant impact of concentric strategy on internal business process performance. Learning, Growth, Development Performance: Concentric strategy did not significantly affect learning, growth, and development performance. The Hypothesis HO1, stating that concentric strategy has no significant effect on performance, was rejected based on statistical tests showing significant effects on financial, customer, and internal business process performance, but not on learning, growth, and development performance.

Financial Performance: The study found a significant effect of horizontal integration strategy on the financial performance of commercial state corporations. Statistical evidence indicated a significant impact. Customer Performance: The study also established a significant effect on customer performance. Statistical evidence demonstrated this significant impact. Internal Business Process Performance: The study

identified a significant effect on internal business process performance. Statistical evidence confirmed this significant impact. Learning, Growth, and Development Performance: The study established a significant effect on learning, growth, and development performance. The hypothesis HO2, stating that horizontal integration strategy has no significant effect on performance, was rejected based on statistical tests showing significant effects on financial, customer, internal business process, and learning, growth, and development performance.

The study found a significant effect of vertical integration strategy on the financial performance of commercial state corporations. Statistical evidence indicated a significant impact. Customer Performance: The study also established a significant effect on customer performance. Statistical evidence demonstrated this significant impact. Internal Business Process Performance: The study identified a significant effect on internal business process performance. Statistical evidence confirmed this significant impact. Learning, Growth, and Development Performance: The study established a significant effect on learning, growth, and development performance. Hypothesis HO3, stating that vertical integration strategy has no significant effect on performance, was rejected based on statistical tests showing significant effects on financial, customer, internal business process, and learning, growth, and development performance.

The study found a significant effect of collaboration strategy on the financial performance of commercial state corporations. Statistical evidence indicated a significant impact. Customer Performance: The study also established a significant effect on customer performance. Statistical evidence demonstrated this significant impact. Internal Business Process Performance: The study identified a significant effect on internal business process performance. Statistical evidence confirmed this significant impact. Learning, Growth, and Development Performance: The study established a significant

effect on learning, growth, and development performance. Hypothesis HO4, stating that collaboration strategy has no significant effect on performance, was rejected based on statistical tests showing significant effects on financial, customer, internal business process, and learning, growth, and development performance.

Overall Performance: The study found a positive change in R2 of 0.215, suggesting that the implementation of strategic plans significantly moderated the relationship between corporate strategies and overall performance. This resulted in a 21.5% acceleration in customer performance. Customer Performance: A positive change in R^2 of 0.010 was observed; leading to the conclusion that strategic plan implementation had a moderating effect on the relationship between corporate strategies and customer performance, resulting in a 1% acceleration. Internal Business Process Performance: The study identified a positive change in R^2 of 0.118, indicating that strategic plan implementation had a moderating effect on internal business process performance, resulting in an 11.8% acceleration. Learning, Growth, and Development Performance:

A positive change in R^2 of 0.142 was observed, indicating that strategic plan implementation had a moderating effect, resulting in a 14.2% acceleration in performance. Based on these findings, the null hypothesis HO5, which stated that strategic plan implementation does not have a moderating effect on the relationship between corporate strategies and performance, was rejected. The study concluded that strategic plan implementation had a significant moderating effect on the relationship between corporate strategies and the performance of commercial state corporations in Kenya.

5.4 Recommendations

5.4.1 Policy Recommendations

In view of the findings and the conclusions of this study, the following recommendations are made: First, the study established that concentric strategy had a significant effect on the performance of state corporations in Kenya. Implementing a concentric strategy can have significant implications for the performance of commercial state corporations in Kenya. Commercial State Corporations in Kenya should develop a policy for strategic partnerships with private sector companies or international organizations that operate within related industries. The corporations should establish a policy for performance metrics and key performance indicators (KPIs) to measure the success of the concentric strategy implementation. Monitor progress regularly and make adjustments as needed to ensure alignment with organizational goals and objectives. By formulating these policy recommendations, commercial state corporations in Kenya can effectively implement a concentric strategy to improve their performance and achieve sustainable growth in the end.

Secondly, established that horizontal and vertical integration strategies had significant effect on the performance of state corporations in Kenya. The study recommends that commercial state corporations should streamline and update regulations to facilitate horizontal integration activities among commercial state corporations while ensuring fair competition and consumer protection. The corporations should develop policies to ensure that the horizontal integration efforts align with the overall strategic objectives of the government and respective commercial state corporations. This alignment should prioritize sectors where integration can create synergies, improve efficiency, and enhance service delivery. A policy guideline should be developed to ensure collaboration

with competition authorities to ensure that horizontal integration activities comply with antitrust laws and regulations. Proactively address any concerns related to market concentration, monopolistic behavior, or anti-competitive practices to maintain a level playing field.

Third, the study established collaboration strategy had a significant effect on the performance of state corporations in Kenya. The corporations should develop policy to regulatory frameworks to support collaboration initiatives, including provisions for joint ventures, partnerships, and information sharing. The policy should address existing legal or regulatory barriers that may inhibit collaboration between state corporations. The policy should have incentive mechanisms to encourage collaboration, such as funding opportunities, tax incentives, or performance-based rewards. The corporations should also develop mechanisms for collaboration across different functions and sectors within and outside the state corporations. By implementing these policy recommendations, commercial state corporations in Kenya can effectively leverage collaboration as a strategic tool to drive innovation, enhance competitiveness, and achieve sustainable growth in alignment with national development priorities.

Four, the study established that the strategic plan implementation had a moderating effect on the relationship between corporate strategies and the performance of Commercial State Corporations in Kenya. Implementing a strategic plan for commercial state corporations in Kenya requires a structured approach that ensures alignment with organizational objectives, efficient resource allocation, and effective monitoring and evaluation. Here are policy recommendations for strategic plan implementation. The corporations should entrench in their policy resources allocation in alignment with strategic priorities outlined in the plan. The corporations should entrench in their policy the potential risks and uncertainties that may affect the successful implementation of the

strategic plan. The policy should outline a robust monitoring and evaluation framework to track progress and performance against strategic objectives. The policy should also ensure that the strategic plan aligns with broader national development goals and priorities set by the government.

Implementing effective corporate strategies within commercial state corporations in Kenya requires a blend of strategic thinking, operational excellence, and adaptability to dynamic market conditions. Here are practice recommendations tailored for corporate strategy execution. The corporations should establish a structured strategic planning process that involves input from key stakeholders, including management, employees, government entities, and external advisors. The corporations should evaluate the corporation's portfolio of businesses, products, and services to identify areas of strength and potential divestment or consolidation. The corporations should prioritize investment opportunities that align with strategic priorities and offer the greatest potential for value creation and growth.

Secondly, the researcher recommends that in practice should define a clear market positioning strategy based on the corporation's unique strengths, capabilities, and value proposition. The corporation should identify opportunities for differentiation through product innovation, quality improvement, customer service excellence, or other competitive advantages. The corporations should collaborate on research and development, technology transfer, market expansion, or supply chain optimization initiatives. In practice, the corporations should develop a customer-centric approach to business strategy, focusing on understanding customer needs, preferences, and behaviors. The corporations should also explore opportunities for market expansion, both domestically and internationally, by targeting new customer segments or geographic regions. The corporations should conduct regular performance reviews to assess the

effectiveness of strategic initiatives and identify areas for improvement. By implementing these practice recommendations, commercial state corporations in Kenya can enhance their strategic agility, competitiveness, and resilience in an ever-changing business landscape, ultimately driving sustainable growth and value creation.

Last, in practice, the corporations should develop a detailed implementation roadmap that outlines the specific actions, initiatives, and milestones needed to achieve the strategic objectives. Allocate financial, human, and technological resources in alignment with the priorities identified in the strategic plan. Provide ongoing support and training to employees involved in strategic plan implementation to build their capabilities and ensure they have the necessary tools and resources to succeed. The corporations should proactively identify and address any barriers, obstacles, or resistance to change that may impede the successful implementation of the strategic plan. By following these practical recommendations, commercial state corporations in Kenya can effectively implement their strategic plans, drive organizational performance, and achieve sustainable growth and success in line with their mission and objectives. These recommendations are supported by other researchers including; Rigby, Sutherland, and Noble (2018) who established that implementing agile practices in strategic planning and execution allows firms to be more responsive to market changes and customer needs. This flexibility can improve performance by accelerating innovation and reducing time-to-market.

The study revealed that concentric strategy, horizontal integration strategy, and collaboration strategy significantly affected the performance of Commercial State Corporations in Kenya. Moreover, it found that the implementation of strategic plans moderated the relationship between these corporate strategies and organizational performance. These insights contributed to a deeper understanding and application of several theoretical frameworks, namely the Modern Portfolio Theory, Dynamic

Capability View Theory, and the Balanced Scorecard Framework. Concentric Strategy**:** This involves expanding the company by adding new products or services that are related to the existing ones, thus leveraging core competencies to improve performance. The study showed that such strategies could effectively enhance the corporation's operational efficiency and market reach, contributing to overall performance. Horizontal Integration Strategy**:** This strategy entails acquiring or merging with competitors to increase market share, reduce competition, and achieve economies of scale. The findings indicated that this strategy could streamline operations, reduce costs, and improve service delivery in Commercial State Corporations. Collaboration Strategy: This includes partnerships, joint ventures, and alliances with other organizations to share resources, knowledge, and capabilities. The study found that collaboration could lead to innovation, improved service quality, and increased operational capacity, thereby boosting performance. Strategic Plan Implementation**:** The study highlighted that the effectiveness of these strategies is significantly influenced by the implementation of strategic plans. A well-executed strategic plan ensures that the goals are clear, resources are allocated efficiently, and the progress is monitored and adjusted as necessary. This moderating effect suggests that without proper implementation, even well formulated strategies might not yield the desired performance improvements.

Modern Portfolio Theory (MPT): MPT emphasizes the importance of diversification to reduce risk and optimize returns. The study’s findings expand on this theory by illustrating how diversified corporate strategies, such as concentric and horizontal integration, can enhance organizational performance through risk reduction and resource optimization. Dynamic Capability View (DCV) Theory: DCV focuses on an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. The study’s insights into the

impact of collaboration strategies and strategic plan implementation align with DCV, demonstrating how state corporations can adapt and thrive by developing dynamic capabilities. Balanced Scorecard (BSC) Framework: The BSC framework provides a comprehensive view of organizational performance by balancing financial and non-financial measures across four perspectives: financial, customer, internal business processes, and learning and growth. The study supports the BSC framework by showing how strategic plan implementation and diverse corporate strategies can improve performance across multiple dimensions, leading to sustainable success.

In summary, the study's findings underscore the importance of diverse corporate strategies and strategic plan implementation in enhancing the performance of Commercial State Corporations in Kenya. These findings also provide empirical support for and extend the application of the Modern Portfolio Theory, Dynamic Capability View Theory, and Balanced Scorecard Framework, offering valuable insights for both academic research and practical application in strategic management.

The study significantly contributes to the field of strategic management by empirically establishing the impact of concentric strategy, horizontal integration strategy, and collaboration strategy on the performance of Commercial State Corporations in Kenya. Furthermore, it highlights the moderating role of strategic plan implementation in enhancing the effectiveness of these strategies. These findings provide valuable insights into the practical application and theoretical advancement of several key strategic management theories.

Concentric Strategy**:** By demonstrating that concentric strategies focused on diversifying into related business areas can positively affect organizational performance, the study reinforces the importance of leveraging core competencies and related diversification.

This contributes to strategic management thought by providing evidence that concentric diversification can be an effective growth strategy in the public sector, particularly for state corporations in developing economies. Horizontal Integration Strategy: The study's findings on the positive effects of horizontal integration, such as mergers and acquisitions of competitors, offer substantial evidence supporting this approach as a viable strategy for enhancing market share, achieving economies of scale, and improving operational efficiency. This adds to the body of knowledge by showing that horizontal integration can be a powerful tool for state corporations to consolidate resources and reduce competition.

Collaboration Strategy: The research highlights the significance of collaboration strategies, including partnerships, joint ventures, and alliances, in boosting innovation, service quality, and operational capacity. This contribution is particularly valuable in the context of state corporations, suggesting that collaboration can lead to synergistic benefits and improved performance in the public sector. Strategic Plan Implementation: The study emphasizes the critical role of strategic plan implementation in moderating the relationship between corporate strategies and organizational performance. This finding underscores the necessity of effective execution of strategic plans, suggesting that the success of corporate strategies is heavily dependent on their implementation. This contributes to strategic management thought by highlighting the importance of not just strategy formulation, but also the execution and continuous monitoring of strategic initiatives.

5.4.2 Recommendations for Further Research

The moderating impact of strategic plan implementation on the correlation between corporate strategies and the performance of Kenya's Commercial State Corporations was

evaluated in this study. An analysis comparing the relationship between corporate strategies and performance of Kenyan listed government-owned companies and Commercial State Corporations, with a focus on the moderating effect of strategic plan implementation. This will make it clearer which class of government-owned business uses corporate strategies and the execution of strategic plans to improve performance. The study's conclusions will produce the data required for these organizations to share knowledge and explore corporate strategies and the execution of strategic plans as performance drivers.

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APPENDICES

Appendix I: Introduction Letter

Faith Jerop Yator
P.O Box 20157- Private Bag, Kabarak
fyator@kabarak.ac.ke
0723707484

Dear Respondent,

Re: Request To Collect Data

I hope this letter finds you well, my name is Faith Jerop Yator, and I am currently a PhD student at Kabarak University conducting research entitled *" **Moderating Effect Of Strategic Plan Implementation On The Relationship Between Corporate Strategies And Performance Of Commercial State Corporations In Kenya".*** I am writing to request your assistance in "collecting data for my Doctoral thesis, which focuses on corporate strategies and Performance of Commercial State Corporations in Kenya.

As part of my research, I aim gather comprehensive data that will help deepen our understanding of the effect of corporate strategies on the performance of state corporations moderated by Strategic plan implementation, which has the potential to benefit your organization in policy formulation and decision-making. I believe that the insights from your organization could provide invaluable contributions to my study and would be instrumental in achieving my research objectives. I am specifically interested in information relating to the use of Concentric Strategy, Horizontal integration strategy, Vertical Integration Strategy, Collaboration Strategy, Strategic Plan Implementation and Performance of Commercial State Corporations in Kenya. I assure you that all data collected will be treated with the utmost confidentially and used solely for academic purposes. If you are willing to participate in this study, I am more than happy to accommodate any questions or concerns you may have about the data collection process. Thank you very much for considering my request. I look forward to the possibility of working together.

Yours Sincerely,

Faith Jerop Yator

Appendix II: Questionnaire

Instructions

1. Read all instructions and questions thoroughly to ensure you understand what is being asked
2. Your responses are confidential and will only be used for research purposes
3. Answer all questions to the best of your ability
4. Provide honest and thoughtful responses, there are no wrong and right answers. Your opinions and experiences are valuable
5. If you have any questions or need assistance please contact me through mobile number **0723707484** for further clarifications
6. Kindly tick (√) or fill where appropriate to your view on the propositions provided

Section A: Concentric Strategy

The following Statements relates to Concentric Strategy. Using the key (Where: 1**-** Strongly Disagree; 2 – Disagree; 3 – Unsure; 4 – Agree; 5 – Strongly Agree) tick as appropriate to indicate the extent to which you agree with them with respect to your institutions use of Concentric Strategy.

Statements on Concentric Diversification	**1**	**2**	**3**	**4**	**5**
To remain competitive, our company trades in closely related products.					
By closely collaborating or integrating the firms, value chain management has improved competitive performance.					
Customer follow-up ensures that customers receive after-sales services.					
Starting new businesses improves business performance by increasing market knowledge.					
Teamwork improves coordination and information sharing, allowing for an effective response to the competitive environment.					
Departmental collaboration aids in achieving long-term competitive advantage.					
The companies can expand into new markets by diversifying into new lines of business.					

Section B: Horizontal Integration Strategy

The following Statements relates to Horizontal Integration Strategy. Using the key (Where: 1-Strongly Disagree; 2 – Disagree; 3 – Unsure; 4 – Agree; 5 – Strongly Agree) tick as appropriate to indicate the extent to which you agree with them with respect to your institutions use of Horizontal Integration Strategy.

Horizontal Integration Strategy	**1**	**2**	**3**	**4**	**5**
Our corporation has used horizontal integration strategy to merge functional units of other corporations as recommended by the Inspectorate of State Corporations					
The mergers have resulted in lower operating and marketing costs because of the horizontal integration strategy.					
Due to horizontal integration strategy, the mergers have led to the achievement of economies of scale in our corporation.					
The mergers have influenced the corporation's increase in market share because of its horizontal integration strategy.					
Due to horizontal integration strategy, the mergers have made our corporation gaining better distribution or marketing network					
Mergers with our corporation reduced competition and protected existing markets by acquiring new market outlets because of our horizontal integration strategy.					
Due to horizontal integration strategy, our corporation has evolved other subsidiaries for expansion					

Section C: Vertical Integration Strategy

The following Statements relates to Vertical Integration Strategy. Using the key (Where: 1-Strongly Disagree; 2 – Disagree; 3 – Unsure; 4 – Agree; 5 – Strongly Agree) tick as appropriate to indicate the extent to which you agree with them with respect to your institutions use of Vertical Integration Strategy.

	1	2	3	4	5
Vertical integration strategy has significantly help our corporation use its own input materials in the production cycle.					
Our company's vertical integration strategy has greatly aided in the distribution of its products through established wholesale or retail outlets.					
Our company's vertical integration strategy has greatly aided in the distribution of its products through established wholesale or retail outlets.					
Our corporation has merged or acquired another corporation to form a new company.					
The integration of our services has resulted in lower operating and marketing costs.					
Our corporation now doing value addition for newly established markets					

Section D: Collaboration Strategy

The following Statements relates to Collaboration Strategy. Using the key (Where: 1- Strongly Disagree; 2 – Disagree; 3 – Unsure; 4 – Agree; 5 – Strongly Agree) tick as appropriate to indicate the extent to which you agree with them with respect to your institutions use of Collaboration Strategy.

Strategic Alliance Strategy	**1**	**2**	**3**	**4**	**5**
Collaboration strategy has enabled our corporations have a joint human capital development alliance					
Collaboration strategy has enabled our corporation have an alliance with other corporations on developing the market for the products/services we produce					
Collaboration strategy has enabled our corporation have memorandum on benchmarking with other similar corporations					
Collaboration strategy has enabled our corporation have memorandum on capital leveraging with other similar corporations					
Collaboration strategy has enabled our corporation have memorandum on communication leveraging with other similar corporations					
Collaboration strategy has enabled our corporation have memorandum on corporate social responsibility with other similar corporations					

Section E: Strategic Plan Implementation

The following Statements relates to Strategic Plan Implementation. Using the key (Where: 1-Strongly Disagree; 2 – Disagree; 3 – Unsure; 4 – Agree; 5 – Strongly Agree) tick as appropriate to indicate the extent to which you agree with them with respect to your institutions Strategic Plan Implementation.

Strategic Plan Implementation	**1**	**2**	**3**	**4**	**5**
Our corporation has availed physical resources allocated for strategy implementation					
Our corporation has availed adequate financial resources allocated for strategy implementation					
Our corporation has strategically applied technology in implementation of strategic plan					
Our corporation has shared the strategic plan among all stakeholders leading to ownership in implementation					
The entire leadership in our corporation is committed to total implementation of the strategic plan					
Our corporation carry out mid-term evaluation on the extent of implementation of the strategic plan					
Our corporation carry out end-term evaluation on the extent of implementation of the strategic plan					

Section F: Corporate Performance based on Balanced Scorecard Model

The following Statements relates to Corporate Performance based on the Balanced score Framework which includes Financial Perspective, Customer Perspective, Internal Business Process Perspective and Learning, Growth and Development Perspectives . Using the key (Where: 1-Strongly Disagree; 2 – Disagree; 3 – Unsure; 4 – Agree; 5 – Strongly Agree) tick as appropriate to indicate the extent to which you agree with them with respect to your institutions performance based on the Balanced score card model.

Corporate Performance based on Balanced Scorecard Model	**1**	**2**	**3**	**4**	**5**
Financial Performance					
The corporate strategies have contributes high profitability of the corporations					
The corporate strategies have brought cost of operation down					
The corporate strategies have improved sales turnover					
The corporate strategies have led to low cost of operations					
Customers Performance					
The corporate strategies have led to repeat business from our customers					
The corporate strategies have led to lower levels of customer complaints					
The corporate strategies have led to our staff being responsive to customers					
The corporate strategies have led to effective customer care.					
Internal Business Process Performance					
Corporate strategies have resulted in full participation of employees in the development of internal business processes.					
Corporate strategies have resulted in the elimination of inefficient business processes and the adoption of new					

efficient processes.					
The corporate strategies have led to customers appreciate our internal business process					
The corporate strategies have led to reduction process in service delivery lead time					
Learning, Growth and Development Performance					
The corporate strategies have led to staff being ready to change and improve continuously					
The corporate strategies have led to our staff being more innovative					
The corporate strategies have led to most our staff enrolled in different skills enhancement programme					
The corporate strategies have led to increased capacity overall					

Thank You For Your Participation

Appendix III: Commercial State Corporation in Kenya

1. Agro-Chemical and Food company
2. Kenya Meat Commission
3. Muhoroni Sugar Company Ltd
4. Nyayo Tea Zones development Corporation
5. South Nyanza Sugar Company Limited
6. Chemilil Sugar Company Ltd
7. Nzoia Sugar Company Ltd
8. Kenya Seed Company (KSC)
9. Simlaw Seeds Kenya
10. Simlaw Seeds Tanzania
11. Simlaw Seeds Uganda
12. Kenya Animal Genetics Resource Centre
13. National Cereals & Produce Board (NCPB)
14. Kenya Veterinary Vaccine Production Institute
15. Kenya Safari Lodges and Hotels Ltd
16. Kenyatta International Conference Centre
17. Golf Hotel Kakamega
18. Kenya National Trading Corporation (KNTC)
19. Kabarnet Hotel Limited
20. Mt Elgon Lodge
21. Sunset Hotel Kisumu
22. Jomo Kenyatta Foundation
23. Jomo Kenyatta University Enterprises Ltd
24. Kenya Literature Bureau (KLB)
25. Rivatex East Africa Ltd
26. School Equipment Production Unit
27. University of Nairobi Enterprises Ltd
28. University of Nairobi Press (UONP)
29. Development Bank of Kenya Ltd
30. Kenya Wine Agencies Ltd (KWAL)

31. KWA Holdings
32. New Kenya Co-operative Creameries
33. Kenya Medical Supplies Agency
34. Numerical Machining Complex
35. Research Development Unit Company Ltd
36. Consolidated Bank of Kenya
37. Kenya National Assurance Co.
38. Kenya Reinsurance Corporation
39. Kenya Development Bank
40. Kenya EXIM Bank
41. Kenya Post Office Savings Bank
42. Geothermal Development Company (GDC)
43. KENGEN
44. KETRACO
45. Kenya Pipeline Company (KPC)
46. Kenya Power and Lighting Company (KPLC)
47. National Oil Corporation of Kenya (NOCK)
48. National Water Cons. and Pipeline Corporation
49. Kenya Broadcasting Corporation
50. Postal Corporation of Kenya
51. Kenya Airports Authority (KAA)
52. Kenya Ports Authority (KPA)
53. Kenya Railways Corporation (KRC)
54. Kenya National Shipping Line

Source: Inspectorate of State Corporations (2022)

Appendix IV: KUREC Approval Letter

KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157
KABARAK, KENYA
Email: kurec@kabarak.ac.ke

Tel: 254-51-343234/5
Fax: 254-051-343529
www.kabarak.ac.ke

OUR REF: KABU01/KUREC/001/01/09/23

Date: 7th September, 2023

Faith Yator,
REG No. GMD/M/0182/01/18
Kabarak University,

Dear Faith,

RE: MODERATING EFFECT OF STRATEGIC PLAN IMPLEMENTATION ON THE RELATIONSHIP BETWEEN CORPORATE STRATEGIES AND PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA

This is to inform you that ***KUREC*** has reviewed and approved your above research proposal. Your application approval number is ***KUREC-010923.*** The approval period is ***7/09/2023 – 7/09/ 2024.***

This approval is subject to compliance with the following requirements:

i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC.**
iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by ***KUREC***:
v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to ***KUREC*** within 72 hours of notification;
vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to ***KUREC*** within 72 hours;
vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to KUREC;
viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
ix. Submission of an executive summary report within 90 days upon completion of the study to ***KUREC***

Sincerely,

KABARAK UNIVERSITY
INSTITUTIONAL RESEARCH ETHICS COMMITTEE
19 SEP 2023
APPROVED

Prof. Jackson Kitetu PhD.
KUREC-Chairman

Cc Vice Chancellor
DVC-Academic & Research
Registrar-Academic & Research
Director-Research Innovation & Outreach
Institute of Post Graduate Studies

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.
(1 Peter 3:15)
Kabarak University is ISO 9001:2015 Certified

Appendix V: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **688633**

Date of Issue: **02/October/2023**

RESEARCH LICENSE

This is to Certify that Ms.. Faith Jerop Yator of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: MODERATING EFFECT OF STRATEGIC PLAN IMPLEMENTATION ON THE RELATIONSHIP BETWEEN CORPORATE STRATEGIES AND PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA for the period ending : 02/October/2024.

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See overleaf for conditions

Appendix VI: Authorization Letter from the Office of President

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE
STATE CORPORATIONS ADVISORY COMMITTEE

Telephone: +254 2227411
When replying please quote

OFFICE OF THE SECRETARY
KICC, 9TH FLOOR
P.O. Box 42145 – 00100
NAIROBI, KENYA

Ref. No. **OP/SCAC.1/8/2**

18th June, 2024

Ms. Faith Yator
Mobile No. 0723707484

RE: REQUEST FOR A LETTER FOR DATA COLLECTION ON COMMERCIAL STATE CORPORATIONS IN KENYA

Reference is made to the above-mentioned subject.

We acknowledge receipt of your letter dated 6th June,2014 requesting for support and approval to allow state corporations support the data collection process from commercial corporations.

We have noted from the aforesaid letter, that you have already obtained a permit from National Commission for Science, Technology & Innovations (NACOST). In this regard, please be advised that the NACOST permit is sufficient to collect the data required.

We take the opportunity to congratulate you for this noble initiative of undertaking research on State Corporations and look forward to your findings.

LILIAN OKUMU-Obuo, OGW.,
DEPUTY DIRECTOR LEGAL & REGULATORY SERVICES

Appendix VIII: Evidence of Conference Participation

Certificate of Participation

This is to certify that

Faith Yator

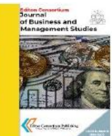
Participated in the Education Management Society of Kenya (EMSK) 10th International Research Conference Held in Collaboration with the Kenya Highlands University and the Education and Social Sciences Research Association of Kenya (ESSRAK) on Thursday 3rd & Friday 4th OCTOBER, 2024. The Theme of the Conference was: ***Innovating the Future: Reshaping Education and Social Sciences Research for a Transformative World***

He Presented a Paper Entitled: ***MODERATING EFFECT OF STRATEGIC PLAN IMPLEMENTATION ON THE RELATIONSHIP BETWEEN CONCENTRIC STRATEGY AND PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA***

Dr. Eliud Nyakundi
Chair- EMSK

Prof. Henry Onderi
Chair- Conference Committee

Appendix IX: List of Publications



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Evaluating the effect of horizontal integration strategy on performance of commercial State corporations in Kenya

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Abstract
This study aimed to evaluate the impact of horizontal integration on performance of Commercial State Corporations in Kenya. The study was based on positivist research philosophy. A cross-sectional correlational design was adopted as the study design. The target population was 1,026 senior managers of the Commercial State Corporations. The sample size was 99 senior managers in Commercial State Corporations. Primary data were gathered using a structured questionnaire. Collected data was analysed using descriptive data analysis techniques and regression analysis. The findings of the study were presented using figures and tables. The study established a significant effect of horizontal integration strategy on financial, customers, internal business process and learning, growth and development performance of Commercial State Corporations in Kenya (β =0.536, p=0.000<0.05; β =0.548, p=0.000<0.05;β =0.359,p=0.000<0.05;β =0.201,p=0.027<0.05). The study concluded that the horizontal integration strategy significantly improved the financial, customer, internal business process, and learning, growth, and development performance of Commercial State Corporations, supported by statistical evidence. The study recommends that Commercial State Corporations should streamline regulations to facilitate horizontal integration, ensure alignment with strategic objectives, prioritise sectors that enhance efficiency and service delivery, collaborate with competition authorities to comply with antitrust laws, and proactively address market concentration and anti-competitive concerns.

Key words: Business, company, customers, horizontal integration, internal suppliers.

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Effect of concentric strategy on the performance of Commercial State Corporations in Kenya

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Abstract
The study sought to assess the effect of concentric strategy on the performance of Commercial State Corporations in Kenya. A cross-sectional correlational design was adopted as the study design. The target population was 1,026 senior managers of the Commercial State Corporations. The sample size was 99 senior managers in Commercial State Corporations. Primary data was gathered using a structured questionnaire. Collected data was analysed using descriptive data analysis techniques (Mean, Standard Deviation, Maximum and Minimum) and regression analysis. The results were presented using tables and figures. The study established a significant effect of concentric strategy on the financial, customers and internal business process performance of Commercial State Corporations in Kenya (β =0.829, p=0.000<0.05; β =0.648, p=0.000<0.05). Only learning, growth, and development as a measure of a Balanced Scorecard were not affected by the concentric strategy of the Commercial State Corporations. This study concludes that the concentric strategy significantly improved the financial, customer, and internal business process performance of Commercial State Corporations in Kenya, as supported by statistical evidence. However, it had no significant effect on learning, growth, and development performance. The study recommends that Commercial State Corporations in Kenya establish policies for strategic partnerships, develop performance metrics and Key Performance Indicators, and regularly monitor progress to effectively implement concentric strategies and enhance long-term performance.

Key terms: Concentric strategy, corporations, managers, mean, performance.