STRATEGIC ALLIANCES BETWEEN KENYA REVENUE AUTHORITY AND TELECOMMUNICATIONS COMPANIES IN KENYA

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DECLARATION

I declare that this project has not been presented to any institution or university other than the University of Nairobi for examination

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D61/85743/2016

Signed:_________________________________Date: 5TH December 2023

This research project has been submitted for examination with my approval as University Supervisor.

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I am grateful to my family and friends for their support, sacrifices and prayers as I undertook my studies. My sincere gratitude goes out to the respondents in my study who willingly provided information required for the research. Lastly, I acknowledge my employer for allowing me time to further my studies.

May the Lord swell your blessings!

DEDICATION

I dedicate this research to my family, who have made many sacrifices to support my academic success. A particular appreciation to my son Loch Akwabi and daughter Imora Amani who have been an important source of inspiration for me during this time.

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LIST OF ABBREVIATIONS

C&BC:	Customs and Border Control
CAK:	Communications Authority of Kenya
CBA:	Commercial Bank of Africa
EACCMA:	East African Community Customs Management Act
KRA:	Kenya Revenue Authority
MRI:	Monthly Rental Income
OLS:	Ordinary Least Squares
RBV:	Resource Based View theory
SPSS:	Statistical Packages for Social Sciences
TCC:	Tax Compliance Certificate.
TOT:	Turnover Tax
VAT:	Value Added Tax

ABSTRACT

Through the formation of strategic alliances, organizations can enhance their competitive positioning by sharing key businesses' costs, skills, risks, and ideas. Several organizations have thus realized that the formation of strategic alliance not only improve performance but also increases productivity, access to customers, increased sales, and promotes competitive advantage. Therefore, it is crucial for strategic alliances to be formed to realize their intended business objectives. It is against this backdrop that the current study assessed the influence of strategic alliances between KRA, Safaricom, and Airtel Kenya. The study was premised on Resource Based View theory, Network theory, and Transaction Cost Economics theory. Regarding methodology, the research employs a quantitative research design. The target population was all the Kenya Revenue Authority (KRA) managers based at Times Tower-Nairobi 194 managers. The sample size was 131 respondents for KRA while all the Airtel and Safaricom managers totalling to 17 and 23 at Mombasa road and Westland head offices, respectively were chosen. Data collection tool was self-administered questionnaire. The processing of data was done via Statistical Packages for Social Sciences (SPSS) version 25.0. Data was analysed using descriptive statistics. Data was presented in table, percent, frequencies, and figure format. The study found that technological, marketing and product alliances used had benefited all firms. Regarding technological alliances, it concluded that, the use of technology to roll out services and products benefit all the partners. On marketing alliance, the study concluded that, marketing alliance with other partners increased advertisement of services and products, increased access to products/services, and increased operations' efficiency. Concerning product alliance, the study concludes that, formation of product alliance led to increased public awareness, increased public knowledge, and increase uptake of products/services. Regarding strategic alliance (dependent variable), the study concluded that, the three businesses were driven into alliances because of cost sharing, risk sharing, sharing of skills, technology sharing, and expansion of customer base. KRA, Airtel, and Safaricom should continuously conduct employee' training programs to help in the full execution of strategic alliances. The study suggests that to improve market share, boost revenue, productivity, sales, awareness, and access to goods and services, all partners ought to take customer relationship management and growth seriously. This can be done by carrying out awareness campaign using social media apps, celebrities, and promotional organizations in the country. Further, the report suggests removing pointless rivalry between Safaricom and Airtel-Kenya to reduce operating costs, boost economies of scale, and increase market share. This can be done by having a uniform transaction costs on LIPA NA MPESA or PAY USING AIRTEL MONEY services.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In both developing and established countries, the creation of strategic alliances has become a crucial aspect of company operations (Ferreira & Franco, 2019). Companies have realised that competition in the regional, national, and worldwide arenas has increased, making it necessary to form strategic alliances with other like-minded companies to stay influential in the always erratic business atmosphere. Through the formation of strategic alliances, organizations can enhance their competitive positioning by sharing key businesses' costs and ideas to obtain increased revenues (Russo & Cesarani, 2017). Several firms have realized that the formation of strategic alliance not only improve performance but also increases strategic positioning in the ever competitive business environment thereby promoting the financing of business operations (Sompong, Igel, & Helen, 2014). Similarly, Kakeesh (2016) argues that firms form strategic alliances with the aim of improving performance through entry into new markets and the introduction of new products to meet the increasing public demands of services and products.

Several theoretical reviews have been introduced to explain the importance of strategic alliances and revenue collection to an organization's progress. The transaction cost theory argues that, because of economies of scale, the outsourcing of services in the market is a form of efficient governance (Promsivapallop, Jones & Roper, 2015). Therefore, the theory is premised on the actual outsourcing of costs of products and services to partners through the formation of strategic alliances (Sidahmed & Gerlach, 2009). Meanwhile, the RBV theory is anchored on the concept that efficient applications of resources that an organization possess assist in determining its success in a competitive business world. In this vein, for an organization to use resources possessed by other firms, there is the need to forge strategic alliances with other firms having the correct resources that they can use on behalf of the contracting organization.

Evidently, formation of strategic alliances plays a critical role in improving business performance of organizations involved in the partnership. The coming together of two or more businesses to cooperate to promote business development not only improve the competitive advantage but also the overall performance of the involved partners (Thendu, 2020). The identified theories have also pointed out the benefit of strategic alliances and the role such partnerships play in increased sales, increased customer base, and productivity. In this vein, the current research intends to conduct a study focusing on strategic alliances between KRA, Safaricom, and Airtel-Kenya. A study of this magnitude will help in determining the extent by which the strategic alliances formed between KRA, Safaricom, and Airtel-Kenya has aided the delivery of services, productivity, sales, and overall performance of the companies.

1.1.1 Strategic Alliances

Strategic alliance can be defined as an agreement where more than one firm come together to share the commitment to obtain a certain business goal by coordinating activities together (Vonortas & Zirulia, 2015). However, Wandia and Ismail (2019) define a strategic alliance as a mutual business agreement between two or more firms to achieve an agreed business objective. On the other hand, Ozmel, Robinson, and Stuart (2013) define a strategic alliance as a cooperation between companies to blend their individual strategic initiatives to cement their competitiveness with each partner possessing something unique to provide to the other. In essence, a strategic alliance can be defined as a win-win agreement or unity between two or more organizations with the aim of pooling together resources to pursue a joint business goal or objectives while the entities remain independent.

According to O'Dwyer and Gilmore (2018), there are myriad reasons why firms may decide to embrace strategic alliances. The reasons entail the need to improve partners' production capacity and also to access future business opportunities to command good returns for their products and services. Further, Lin and Darnall (2015) opine that strategic alliances help parties earn a competitive advantage to earn good profits and also to be more flexible in operation due to access to new knowledge, skills, and expertise. Min and Joo (2016) also list benefits of strategic alliances as ability to access new technologies, markets, and to reduce research and development costs. Additionally, Khan, Shenkar and Lew (2015) list benefits of strategic alliances as, facilitation of access into new customer base, sharing of costs and risks associated with doing businesses, and the accessing of assets and expertise that an entity may not be able to develop individually.

Therefore, through strategic alliances, partners can be able to improve individual business performance and consequently, the overall national economic growth.

Strategic alliances can be operationalized using various measures. According to Muthoka (2015), marketing alliances as measured by selling, distribution, and promotion of products and services can be used to operationalize strategic alliances. Further, technological alliances as measured by business innovation, training employees on use of new technologies, and financing research in new modern technology has been used to operationalize strategic alliances (Serrat, 2017). Further, production alliances can be used to operationalize strategic alliances. Production can be measured using projects design, buying power of products, quality of products, and standardization of products and services (Ferreira & Franco, 2019). Therefore, such alliances when formed by organizations such as KRA, Safaricom, and Airtel-Kenya can improve service delivery and ultimately increases revenue collection for the government. The current study used technological alliance, marketing alliance and product alliances as measures for strategic alliances.

1.1.2 Kenya Revue Authority, Safaricom, and Airtel-Kenya

Specifically, the formed strategic alliance between KRA, Safaricom, and Airtel-Kenya is meant to enhance performance and operations for both parties. This is because telecommunication firms such as Safaricom and Airtel already have a customer platform that the body can easily use to access the public on tax related applications (Obiero & Genga, 2018). Therefore, through strategic alliances, all parties involved could realize improved business growth. Therefore, by using Safaricom's existing customer base for filling of returns via the introduced KRA's Pay bill system (572572-KRA Pay bill) services could easily and timely delivered to the public. The app offers PIN application, Monthly Rental Income (MRI) and Turnover Tax (TOT) filing services for customers at affordable rates and within the citizens' door-steps. Such a strategic positioning has seen increased revenue collection via MPESA, increased use of the app, and timely filing of returns. Similarly, through such partnerships, Safaricom will also be able to market their products and services; hence, a win-win situation can be realized among the collaborators. KRA has also partnered with Airtel-Kenya. Via the agreement, Airtel customers may also generate KRA payment reference numbers (PRNs or e-slip/invoice numbers), ask questions about KRA services, and quickly and easily make payments using Airtel Money by just dialling the short code *572#.

1.2 Statement of the Problem

One of the strategies that has gained momentum is strategic alliances. Strategic alliances entail working with other firms to develop win-win situation. It is evident that formation of strategic alliances promotes growth, operations, and competitive advantages of firms involved in the partnership as supported by Moor and Prichard (2020). There is thus the need for more studies in this area with specific focus on KRA, Safaricom, and Airtel-Kenya to determine how the strategic alliances formed specifically benefits these Kenyan firms. Without more such studies in this area, underlying issues that may negate the value of strategic alliances among the organizations involved could fail to be revealed thus compromising the noble intention of such partnerships. Thus, it is important to carry out this study to provide recommendations thereof that can be borrowed to promote strategic alliances.

Kenya's telecom sector, which boasts an impressive user base and is continually expanding, is undergoing rapid transformation and is serving as a platform for the development of novel products, such as mobile money transfer. Due to partnerships between KRA, Safaricom, and Airtel-Kenya, mobile payments has been made easier. Therefore, this study is timely since it will specifically establish the benefits of strategic alliances between KRA, Safaricom, and Airtel-Kenya and provide suggestions that can be used to promote such alliances thereby improving national economic growth.

Canzaniello, Hartmann, and Fifka (2017) studied strategic alliances adopted by telecommunication firms in Germany and found that firms used joint ventures, equity alliances, and strategic cooperation to improve sales. Moor and Prichard (2020) did a study on strategies used by African countries and found that countries that adopted strategic alliances were found to collect more taxes hence increased revenues. Mutuva's (2014) study was on strategic alliances' effects on Airtel's competitive advantage and found that joint venture and marketing alliances improved competitiveness of such firms. Wandia and Ismail (2019) researched on the strategic alliances and organizational competitiveness at KCB and revealed that production and technological alliances improved competitiveness. Based on the above studies, none has been done with a focus of KRA, Safaricom, and Airtel-Kenya hence a contextual gap. Again, some were done in developed countries hence their findings cannot be used to contextualize the local situation. Moreover, others were done in different industries/sectors hence a contextual research gaps. Therefore, the problem question is; what is the influence of strategic alliances between KRA, Safaricom, and Airtel-Kenya?

1.3 Research Objective

The main research objective is to:

i) To assess the strategic alliances between KRA, Safaricom, and Airtel-Kenya.

1.4 Value of the Study

The current study's findings shall offer recommendations to policy makers that will help them during the formulation, implementation, monitoring and assessment of relevant policies for the parties involved in strategic alliance formations. Further, institutions such as the Communications Authority of Kenya (CAK) and the Treasury will use the study findings to evaluate and possibly propose improvements on business related activities to improve policy making process in the country.

The findings and recommendations will also be vital to future researchers and academics by acting as a point of reference for future studies especially on the study area. The gaps identified in the current study can also be used by researchers to conduct future research on a similar topic. It will also bridge the literature knowledge that is lacking on strategic alliance between KRA, Safaricom, and Airtel-Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter consist of theoretical reviews. Various strategic alliances are also addressed. Further, empirical studies from the global, regional, and local perspectives are also discussed. This chapter also presents a conceptual framework and the literature summary.

2.2 Theoretical Foundation

In this section, the research will discuss the theories governing this research. These theories include Transaction Cost Economics theory, Resource Based View Theory, and Network theory. The study also presented their criticisms and relevance to the current research.

2.2.1 Transaction Cost Economics theory

The theory was postulated by Coase (1937). The theory argues that due to economies of scale, outsourcing through partnership is the most efficient form of governance (Promsivapallop, Jones & Roper, 2015). It further argues that, organizations use partnership to outsource services to minimize costs to obtain cost efficiency (Forbes & Lederman, 2010). Essentially, it argues about the actual outsourcing costs for products and services. According to the theory, the costs that could be outsourced through cooperation between firms includes; costs on coordination, transaction, negotiations, production, contracting, coordination, and opportunism among others (Judge & Dooley, 2006).

The theory is also not without criticisms. First, the theory majorly focuses on cost reduction and ignores other elements such as sharing of skills, knowledge, and expertise through strategic alliances. Again, the theory has also ignored the mandate of social relationship between different firms during economic transactions and this may affect any cooperation during alliances.

Its relevance to the current research is because it permits firms involved in a partnership to seek for cost comparison and sharing during alliances to employ the most beneficial approaches. Therefore, through alliance formation, firms share costing of products and services thereby cushioning each firm from various market risks. Consequently, through cost sharing, the firms are likely to adapt to the unpredictable business environment to realize increased sales. Therefore, this work expects existence of a positive link between transaction cost economics theory and the strategic alliances because the sharing of cost as a result of strategic alliances can promote business success between the partnering firms.

2.2.2 Resource Based View theory (RBV) of Strategic Alliance

RBV theory was introduced by Barney in 1991. The theory argues that the efficient and effective use of firm resources indicates its success. According to the theory, the resources that a firm can muster could consist of resources owned by a different firm. Therefore, to use such resources, there is the need for the organization to form an alliance with any organization having the resources. In support of the link between the strategic alliance and RBV, Eisenhardt and Schoonhoven (1996) showed that firm that are in susceptible strategic positions or in strong market positions are likely to form strategic alliances to remain relevant in the unpredictable business environment. The theories thus argues that firms get involved into strategic alliances to share resources in order to achieve optimum performance.

Therefore, firms get involved in strategic alliances to strengthen their vulnerability or strength in the market. According to the theory, alliances such as technological, marketing, and product are some of the primary determining factors that prompts firms to get into alliances in order to meet service and product demands. Thus, based on the RBV, firms form alliances with others possessing certain resources that they do not have.

One of the weaknesses of the RBV theory is that, it ignores the fact that organizations are heterogenic as such, it is hard to determine a homogenic firm with respect to strategic resources and this could make business partnership between parties cumbersome. Further, RBV has failed to consider the market demand aspect in its attempts to argue for the need for sharing of resources.

The relevance of the theory is that by getting into partnership with telecommunication firms (Safaricom and Airtel), KRA will be able to tap resources such as digital customer base that they do not have to help them (KRA) create awareness about their products and services. Through such arrangements, Safaricom and Airtel will also benefit because it will be able to sell its products and services using KRA initiatives. Thus, the theory predict that RBV will have a positive relationship with strategic alliances. This is rightly so, because sharing of resources through strategic alliances between KRA, Safaricom, and Airtel-Kenya could lead to an improvement in the growth of businesses for all parties.

2.2.3 Network Theory

The Network theory was authored by Bower in 1981. Network theory is a helpful paradigm for comprehending how businesses collaborate and interact in global marketplaces. According to network theory, networks can be classified into several categories. For instance, official agreements involving two or more businesses to work together on particular projects or objectives are known as alliances (Borgatti & Halgin, 2011). It sees businesses as nodes in an intricate web of connections where opportunities, knowledge, and resources are shared and co-created. In order to more effectively provide and receive the finest information and insights, network theory can assist leaders in identifying the key participants in various clusters (Crawford, 2020). As per network theory, the viability of a partnership is contingent upon the robustness of the sociotechnical network and the persistence of translation among the involved participants.

In order to comprehend these concerns of involvement, collaboration, and intersectoral partnership in the development of strategic alliances, this study applies network theory (Beaman, BenYishay, Magruder, & Mobarak, 2021). In order to improve a company's creativity, adaptability, and efficiency and encourage cooperation in a partnership, network theory can also assist KRA, Safaricom, and Airtel cultivate confidence, dedication, and learning among diverse network partners during alliance formation. The theory is thus relevant to this study because it encourages cooperation among various firms; in this case, between KRA, Airtel, and Safaricom.

Although Network theory is relevant to this topic, it is not without criticism. For instance, the theory is frequently criticised for giving non-living objects agency. Since inanimate items are by definition non-living, its critics contend that agency frequently entails consciousness. A theory that asserts relativistic assertions is self-refuting, and author has also been charged of regressive relativism. According to the theory, an agent's value is determined by how an observer perceives its function within a certain network. Since this value judgement is relativistic in and of itself, no relativistic assertion can be regarded as objective reality. Thus, the theory disproves its own assertions.

2.3 Strategic Alliances

2.3.1 Cost Sharing

Cost considerations have been discussed regarding development of strategic technological alliances. The decision to form an alliance has frequently been framed as a make-or-buy one to improve service delivery vis-à-vis overall organizational performance. The buy option is regarded as the strategic partnership (Gatobu & Maende, 2019). Accounting-based justifications and transaction cost considerations are two categories of cost defences that if well embraced will improve productivity, sales, increase customer base, and consequently, overall organizational performance. The alliance's cost reductions are the driving force behind joining it with the aim of improving productivity via cost sharing (Min & Joo, 2016). It has been suggested that the rising cost of innovation may be a significant factor in businesses' decision to form partnerships, especially in the case of basic research. Transaction cost economics' central claim is that businesses form alliances in order to save money on both transaction costs and production costs.

2.3.2 Risk Sharing

Another popular justification for pursuing a strategic alliance is risk sharing. In situations where a market is mostly untested or unstable, risk sharing assumes significant significance (Strologo, 2020). As a result, alliances offer opportunities for risk mitigation in addition to development. In particular, alliances can help share the costs of riskier projects and handle uncertainties related to the environment to a considerable extent. As argued by Byun, Sung, and Park (2018), a major justification for pursuing a cooperative arrangement is risk sharing. Sharing risks seems especially crucial when a market is still developing or when there is a lot of uncertainty and volatility in a particular industry and it greatly helps in stabilizing businesses in partnership. By assuming more "relationship" risks, alliance strategies allow businesses to essentially purchase protection against risks associated with business so that growth is not hampered (Byun, Sung, & Park, 2018). Generally speaking, partnerships allow businesses to gradually adhere to an evolving plan, which is a helpful trait when uncertainty regarding the environment prevent more definitive decisions.

2.3.3 Skill Sharing

Forming alliances may be motivated by the sharing of skills. According to a number of experts, companies frequently form alliances in order to obtain new technology or skill sets from their partners (Čirjevskis, 2019). Therefore, by skill sharing, the partnering will likely realize improved performance. To achieve this, one of the partners start with the intention of avoiding investments, while the other seeks to pick up new abilities with the sole purpose of improving performance. This implies that a company can only shorten the time required for creating a technology or resource at a correspondingly greater cost. According to Spudis (2018), businesses may be able to circumvent a portion of these knowledge and expertise through alliances. Allies are also established since they may facilitate the sharing of tacit information regarding operations. Therefore, it may be simpler to transfer tacit knowledge in coalitions that encourage close communication and teamwork. Personnel in businesses that depend significantly on strategic alliances ought to receive official training (Yesegat & Joseph, 2017). Through such measures, knowledge on mechanism that can be embraced to implement strategic alliances can be shared for current and future alliances. In addition to facilitating learning, formal training guarantees that alliance practises are standardised and follow established procedures. Therefore, those collaborating businesses (KRA, Safaricom, and Airtel) must be able to learn and adapt knowledge for the alliances to succeed.

2.3.4 Information Technology

Adoption of information technology can provide opportunities for a firm to increase its operations while at the same time reducing services' costs thereby improving effectiveness and efficiency of service delivery. Therefore, embracing technologies go a long way in determining the success of an organization in this increasingly ever-competitive market. However, in certain instances, the unwillingness by users to adapt to technological change and also their inadequate training together with funding shortages may inhibit adoption of information technology (Kabir, Saidin, & Ahmi, 2017). As pointed out by Kinyua (2019), adopting IT increases taxpayers' compliance levels because of easy access to records and documentations. Technology also empowers taxpayers because of "do-it-yourself" procedures thereby helping the public to track their records and transactions. Therefore, KRA's use of modern IT through strategic alliance with Safaricom and Airtel could increase service delivery, awareness, and accessibility of their services/products.

2.3.5 Human Resource

Human resources perform critical role in ensuring revenues are promptly collected. According to Harrison (2007), a well human-resourced institution will carry out its functions with confidence hence improved productivity can be ascertained. Conversely, a poorly human resourced organization could find it hard to discharge its duties. Ban, Faerman and Riccucci (2012) argue that, having adequate human resource is not enough to propel an organization to its highest limits. In agreement, a study by Semercioz and Kocer's (2017) found that one of the key factors that can improve strategic alliances is the quality of services provided by officers. This means that, it is paramount to exercise regular total quality management training to the personnel so that they can be innovative and comfortable with assigned responsibilities to be able to provide innovative, comprehensive, efficient, and high quality taxpayer services.

2.4 Review of Empirical Studies and Research Gaps

A study by Mansor (2013) researched on the strategic partnership among various firms in Malaysia. The study targeted 2144 employees from 23 private firms engaged in alliances. The sample size was 3 employees from each firm (69 in total). Data was collected using questionnaire and analyzed through cross tabulation and regression analysis. The study found that strategic alliances such as joint venture alliances, marketing alliances, and equity alliances improved the firms' sales. It also found that, using technology improved implementation of strategic alliances. The study however, focused on private firms and was also done in a developed economy hence the need for the current study to bridge the contextual gaps.

Further, Semercioz and Kocer's (2017) was on strategic alliances and growth of aviation industry: a case of Turkish Airlines, Turkey. The target population was all the top management and employees. The sample size for employees was 121 while all managers were interviewed. The study used primary and secondary data that was analysed using descriptive statistics and Ordinary Least Squares (OLS). The study revealed that airlines with larger fleet and financial resources formed strategic alliances to improve customer base in order to grow. The study again found that both equity and production alliances had positive relationship with growth. The study used growth as dependent variable while the current study used strategic alliance hence a research gap that this study intended to bridge.

In yet another study, Villar, Tafur and Jia (2016) focused on the strategic alliances by USA firms in the commercial sector. The population was the senior personnel from 24 companies listed at the New York Securities Exchange. Based on the target population, the study sampled 144 senior personnel from the listed commercial service companies. The study established that firms involved in strategic partnerships grew in market share (MS). It was also found that in the period 2005-2008, firms in strategic alliances got higher increase in sales than firms that did not and this was attributed to sharing of technology. However, the study was conducted in an advanced economy hence the findings cannot be used to determine the local case thus the need for the current study.

Another study was done by Min and Joo (2016) on the relationship between the strategic alliances and revenue growth among public government institutions in China. The population targeted was departmental heads at the 125 public institutions. Therefore, a sample size of 10 departmental heads from each institution was sampled. Data was analyzed descriptively and by use of Pearson correlation product moment. The study found that use of technological and joint venture alliances led to increased sales and service delivery hence the variables had positive relationship with each other. However, equity alliance and marketing alliances had negative relationship with growth. The study used growth as dependent variable while the current study utilized strategic alliances as measured by technological, product, and marketing alliances.

Similarly, Moor and Prichard (2017) did a study on strategies used by African countries. The research targeted tax collecting institutions in Sub Saharan countries. The study collected secondary data that was analyzed using Structural Equation Modelling method (SEM). The study found that countries that had strategic alliances increased sales via advertisement of services and products. It was also found that, formation of strategic alliances such as joint product marketing increases product sales. It also found that, using various social media platforms promoted strategic alliances among partners. However, the study generalized its findings based on several countries as opposed to the current study that only uses the alliance between KRA, Safaricom, and Airtel-Kenya (institutions with local experience). The study also used SEM that has the tendency of omitting some variables while the current study used descriptive statistics.

Lastly, Ochieng's (2013) study established the effects of outsourcing strategies on KRA. The research targeted Customs and Border Control Department (C&BC), Domestic Taxes Department (DTD), Strategy, Innovation and Risk Management Department (SIRM) and Investigation department employees totalling to 76 that also formed the sample size due to its manageability. Using descriptive statistics and regression analysis, the study found that outsourcing strategy freed KRA's resources and improved services access, and delivery. Cost reduction was also witnessed as a result of such partnership which in turn improved service delivery and employee productivity.

The study did not specifically use strategic alliance as dependent variable hence the need for this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The current study employed case study research design. An in-depth examination of a specific topic, including a person, group, location, occasion, organisation, or phenomena, is called a case study (Hancock, Algozzine, & Lim, 2021). Although quantitative methods are occasionally employed, this design is useful for outlining, contrasting, assessing, and comprehending many facets of a study issue (Thomas, 2021). Therefore, the design was used to assess the strategic alliances between KRA, Safaricom, and Airtel-Kenya. A case study is applied in this study because it has the ability to examine the intricate relationships between events, setting, and individuals as well as their fundamental causes. Therefore, using case study research design was justified due to its ability to describe certain variables of interest such as market alliances, technological alliances, product alliances, and strategic alliances.

3.2 Population

Population is a group of persons that the study draws inferences (Creswell, 2013). In the current study, all the KRA managers based at Times Tower-Nairobi were targeted. There are a total of 194 managers (KRA, Human Resource Department, 2022). Further, all the Airtel and Safaricom managers totalling to 17 and 23 at Mombasa road and Westland head offices (Safaricom house), respectively were chosen. The study chose managers because they are believed to be conversant with operations of the institutions especially on strategic responses.

3.3 Sample Design

For accessible sample size based on the population (194) of managers, the current study employed Yamane's formula. The scientific formula has a margin error of 0.05% and 99.95% desired confidence levels (Yamane, 1967).

From the Yamane formula, $n = N \div [1+N(e^2)]$;

n: Sample size

N: Population

e: Margin error of 0.05%

Therefore, n = 194 ÷ [1+194 (0.05^2)]

Sample size = 131 respondents

The questionnaire was then distributed to 131 respondents across all the departments at KRA. This means that each department (11) will receive questionnaire based on staff strength. The eleven departments will form the stratum. Therefore, the study used stratified random sampling method because questionnaire was given based on the 11 stratum (departments). However, all the managers at Airtel Kenya (17) and Safaricom (23) were studied using census method. The researcher also utilized simple random sampling during questionnaire distribution (Cooper & Schindler, 2014). Simple random method was utilized because it gave every manager an opportunity to be part of the study. This means that all the respondents had an equal chance to take part in the data collection exercises. The selection of managers from all departments helped in ensuring that data gathering considers the view of all key departmental managers to avoid skewing data collection towards a single department.

3.4 Data Collection

The research used questionnaire to retrieve information from the respondents. The researcher used questionnaire because the instrument was easy and fast to administer. Secondly, questionnaire is also cost saving and can gather data within short time (Bryman & Bell, 2015). Data collection through questionnaire also helped in maintaining respondents' anonymity. The questionnaire was constructed using a 5-point Likert scale as shown in Appendix II.

3.5 Data Analysis

The procedure for data analysis commenced with sorting the returned questionnaire. The completeness of the filled questionnaire was also checked. This was followed by coding, processing, and analysis of data using of SPSS version 25.0. Data was analysed via descriptive statistics. This research used descriptive statistics because it is simple and easy to understand during interpretation. Descriptive statistics was presented in tables, figures, frequencies, and percentage formats.

CHAPTER FOUR: DATA ANALYSIS, RESULTS, AND DISCUSSIONS

4.1 Introduction

This chapter presented the findings and discussions. Specifically, the chapter presented results on strategic alliances between KRA, Airtel-Kenya, and Safaricom. The section begins with results for response rate, followed by demographic information findings. Descriptive results were presented while the last section presented discussions as supported by empirical studies.

4.2 Response Rate

The researcher gave out 171 questionnaires. Out of this, 121 participants completed and returned questionnaire thereby giving a response rate of 70.76%. This was satisfactory for the process of analysis as supported by Mugenda and Mugenda (2006).

4.3 Demographics of Respondents

Respondents were requested to provide demographic data in this area, including their age, length of employment and academic qualifications. The outcomes are displayed in the subsections that follow.

4.3.1 Respondents Age

The researcher requested age-related information from the respondents. Figure 4.1 presents the findings.

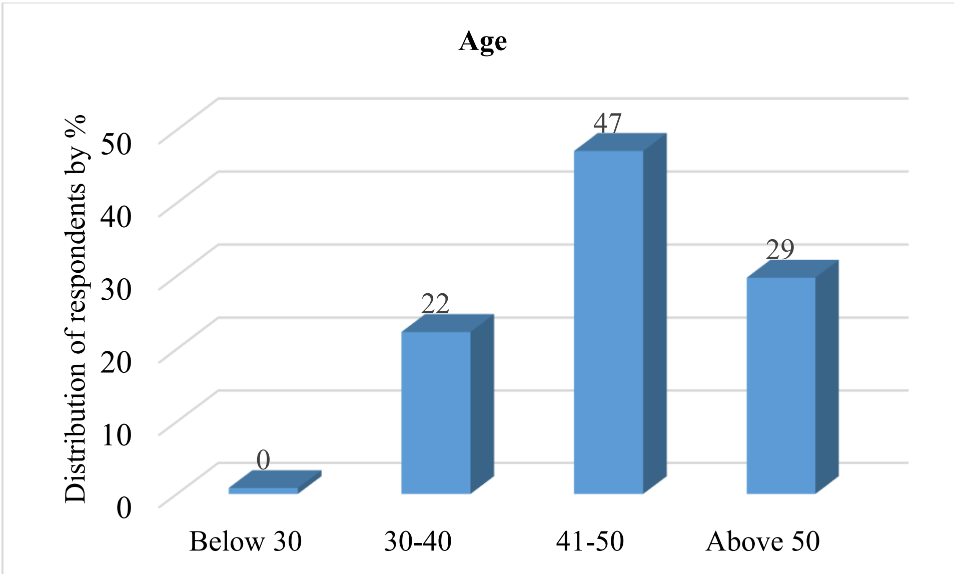

Figure 4.1: Respondents' Age

The results presented in Figure 4.1 indicate that, most managers fell in the age category of 41-50 years as supported by 47.1%. This was subsequently followed by those who were above 50 years as represented by 29.8%. The third highest category were those who fell in the age group of 30-40 years as indicated by 22.3%. Based on the results, it can be said that, majority of the managers were above 41 years old.

4.3.2 Academic Qualifications

The study aimed to ascertain the academic qualifications of the participants. Figure 4.2 presents the findings.

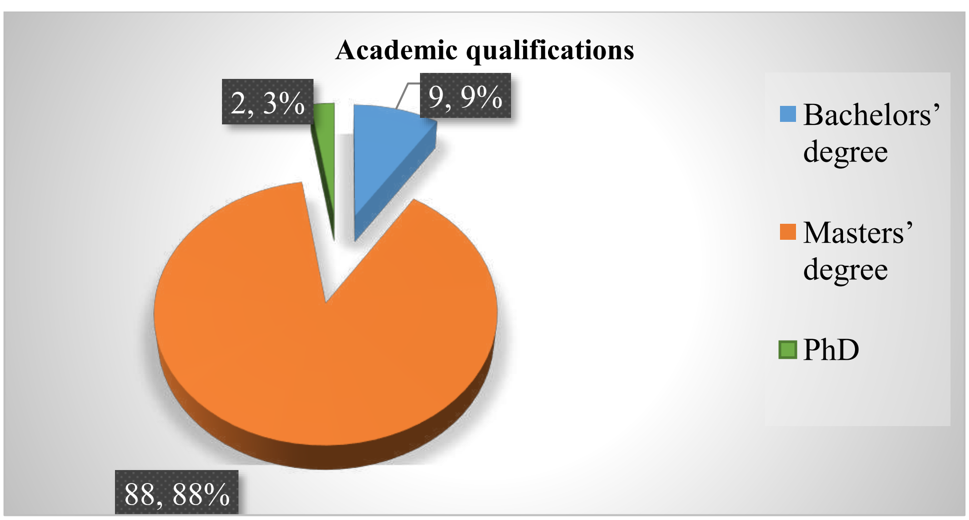

Figure 4.2: Academic Qualifications

The results in Figure 4.2 indicate that, 88% of the managers had attained master's degree as the highest academic qualifications and this was the highest. Those managers who had bachelor's degree were 9%. Meanwhile, managers who had obtained PhD as their highest academic qualifications were represented by 3%. From the results, it can be said that, managers for the three organizations were learned hence could be entrusted with the implementation of strategic alliances.

4.3.3 Employment Duration

The managers were asked to state the duration of employment at their respective organizations. The results are presented in Figure 4.3.

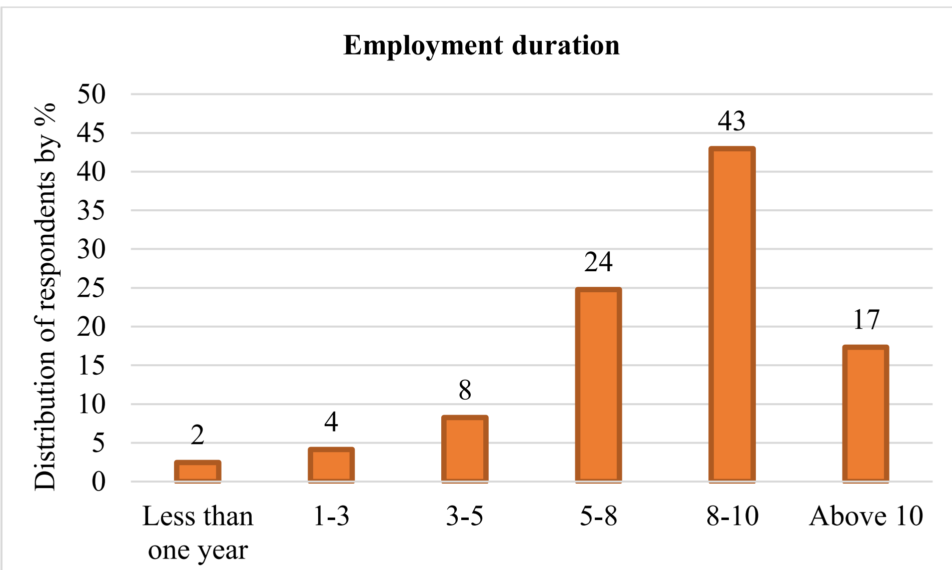

Figure 4.3: Employment Duration

According to the results presented in Figure 4.3, 43.0% of the respondents indicated that, they had been working for their respective organizations for 8-10 years. Further, 24.8% of the respondents had been by their various employers for 5-8 years. Those who had been employed for more than 10 years were 17.4%. Again, it was revealed that, 8.3% had worked for respective organizations for 3-5 years while 4.1% had been employed for 1-3 years. As per the results, it can be argued that, most managers had over five years' experience and this could mean that they understood the strategic arrangements of their respective employers.

4.4 Strategic Alliances

In this section, the study present results for the types of alliances between KRA, Safaricom, and Airtel-Kenya. The alliances included technological, marketing, and product alliances.

4.4.1 Technological Alliances

The results regarding the technological alliances between KRA, Safaricom, and Airtel-Kenya are presented in Table 4.1. The responses are on a Likert scale of 1-5 (1 = Strongly disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree).

Table 4.1: Technological Alliances

	Strongly disagree		Disagree		Not sure		Agree		Strongly agree	
	F	%	F	%	F	%	F	%	F	%
There exist regular personnel training on modern technology	24	19.8	56	46.3	9	7.4	18	14.9	14	11.6
The entity has adopted new technology to enhance the benefit of strategic alliances	3	2.5	5	4.1	4	3.3	50	41.3	59	48.8
Automation of the entities system has promoted efficiency in service delivery	3	2.5	8	6.6	6	5.0	47	38.8	57	47.1
Available technology has improved operations' efficiency among the firms	3	2.5	6	5.0	9	7.4	50	41.3	53	43.8
IT has increased customer satisfaction because of easy access of services	5	4.1	8	6.6	2	1.7	41	33.9	65	53.7

In Table 4.1, it was found that, majority of the respondents disagreed (46.3%) and 19.8% strongly disagreed that, there existed regular personnel training on modern technology. The study found that, the entities had adopted new technology to enhance the benefit of strategic alliances as supported by 48.8% and 41.3% respondents who strongly agreed and agreed, respectively. It was also revealed that, automation of the entities' system has promoted efficiency in service delivery as reported by 47.1% and 38.8% respondents who strongly agreed and agreed, respectively. Further, 43.8% and 41.3% of the respondents strongly agreed and agreed, respectively that, available technology has improved operations' efficiency among the partners. Lastly, it was established that, IT partnership has increased customer satisfaction among the partners because of easy access of services as supported by 53.7% (strongly agreed) and 33.9% (agreed). From the results, it can be said that, use of technology in rolling out services and products has benefited all the business partners.

4.4.2 Marketing Alliances

In this subsection, the results regarding the marketing alliances between KRA, Safaricom, and Airtel-Kenya are presented. Table 4.2 shows the findings from the respondents.

Table 4.2: Marketing Alliances

	Strongly disagree		Disagree		Not sure		Agree		Strongly agree	
	F	%	F	%	F	%	F	%	F	%
Alliance with other firms has increased advertisement of services and products	3	2.5	3	2.5	4	3.3	32	26.4	79	65.3
Alliance with other firms has enhanced selling of products and services	6	5.0	11	9.1	5	4.1	43	35.5	56	46.3
Alliance with like-minded firms has increased access to products/services by the public/customers	1	0.8	5	4.1	4	3.3	60	49.6	51	42.1
The marketing alliance strategy with other firms has seen increased operations' efficiency	3	2.5	4	3.3	3	2.5	56	46.3	55	45.5
The strategic alliance benefits is attributed to intense marketing strategy using Twitter, Facebook among others	6	5.0	11	9.1	5	4.1	44	36.4	55	45.5

The results in Table 4.2 established that, 65.3% of the respondents strongly agreed that, alliance with other partners has increased advertisement of services and products while 26.4% agreed with the statement. Moreover, 46.3% of the managers strongly agreed that, alliance with other firms has enhanced selling of products and services while 35.5% of the participants agreed with the statement. The study also found that, alliances with like-minded partners had increased access to products/services by the public as supported by 49.6% respondents who agreed while 42.1% strongly agreed. It was also revealed that, the marketing alliance strategy with other firms has increased operations' efficiency as agreed by 46.3% and strongly agreed by 45.5%. Lastly, 45.5% of the respondents strongly agreed that, strategic alliance benefits witnessed is attributed to intense marketing strategy using Twitter, Facebook among others while 36.4% agreed with it. From the findings, it is evident that market alliances between the firms was beneficial for all the parties.

4.4.3 Product Alliances

In this subsection, the results regarding product alliances between KRA, Safaricom, and Airtel-Kenya are presented. Table 4.3 shows the findings from the respondents.

Table 4.3: Product Alliances

	Strongly disagree		Disagree		Not sure		Agree		Strongly agree	
	F	%	F	%	F	%	F	%	F	%
Formation of product promotion alliance with other firms has led to increased accessibility of products	8	6.6	7	5.8	4	3.3	32	26.4	70	57.9
The organizations strive to sharing quality products on social media platforms to increase public awareness	2	1.7	4	3.3	3	2.5	70	57.9	42	34.7
In the recent past, my employer has embraced celebrities to enhance public knowledge about our products	7	5.8	18	14.9	5	4.1	54	44.6	37	30.6
My employer has over the years partnered with product promotion firms to increase uptake of products/services	6	5.0	23	19.0	6	5.0	39	32.2	47	38.8

Regarding product alliance, the results are presented in Table 3. Specifically, the study revealed that, 57.9% of the managers strongly agreed that, formation of product promotion alliance with other firms had led to increased accessibility of products in the country whereas 26.4% agreed with statement. The study found that, the partners strived to share quality products on social media platforms to increase public awareness as reported by 57.9% of the respondents who agreed whilst 34.7% of the respondents strongly agreed. Furthermore, it was established that, the partners had embraced celebrities to enhance public knowledge about their respective products as reported by 44.6% and 30.6% of the respondents who agreed and strongly agreed respectively. The results also show that, 38.8% (strongly agreed) and 32.2% (agreed) of the respondents reported that, the organizations have over the years partnered with product promotional firms to increase uptake of products/services. It can thus be said that, strategic alliance via products partnership increased knowledge, awareness, and accessibility of each organization's products.

4.4.4 Drivers of Strategic Alliances

In this subsection, the results regarding drivers of strategic alliances between KRA, Safaricom, and Airtel-Kenya are presented. Table 4.4 indicates the results.

Table 4.4: Strategic Alliances

	Strongly disagree		Disagree		Not sure		Agree		Strongly agree	
	F	%	F	%	F	%	F	%	F	%
Cost sharing has lessened financial spending hence improved performance	7	5.8	10	8.3	6	5.0	50	41.3	48	39.7
Strategic alliances has cushioned our organization from operation risks	24	19.8	74	61.2	5	4.1	8	6.6	10	8.3
Sharing of skills across the three organizations has earned us the benefits of strategic alliances	3	2.5	5	4.1	4	3.3	76	62.8	33	27.3
Strategic alliances has promoted timely customer feedback	10	8.3	11	9.1	70	57.9	23	19.0	7	5.8
We have managed to reach out to new customers as a result of strategic alliance	4	3.3	3	2.5	7	5.8	37	30.6	70	57.9

As presented in Table 4.4, most respondents agreed (41.3%) and strongly agreed (39.7%) that cost sharing among the partners lessened financial burdens hence improved performance. Again, it was found out that, 61.2% and 19.8% of the respondents disagreed and strongly disagreed respectively that strategic alliances cushioned respective organizations from operation risks. Additionally, 62.8% agreed while 27.3% strongly agreed that, sharing of skills across the three organizations earned them the benefits of strategic alliances. The study also found that, 57.9% of the respondents were not sure whether strategic alliances had promoted timely customer feedback while only 19.0% agreed with the statement. Lastly, 57.9% of the managers strongly agreed that they have managed to reach out to new customers courtesy of strategic alliance formation while 30.6% agreed with the statement. From the results, it can be said that, cost sharing, risk sharing, reaching out for new customers were the key drivers of strategic alliances between the three partners.

4.5 Discussion

Concerning technological alliance, it was found that, majority of the respondents disagreed (46.3%) and 19.8% strongly disagreed that, there existed regular personnel training on modern technology. The study found that, the entities had adopted new technology to enhance the benefit of strategic alliances as supported by 48.8% and 41.3% respondents who strongly agreed and agreed, respectively. In agreement, a study by Semercioz and Kocer (2017) found that using modern technology improved accessibility of services. It was also revealed that, automation of the entities' system has promoted efficiency in service delivery as reported by 47.1% and 38.8% respondents who strongly agreed and agreed, respectively. In concurrence, a study by Mansor (2013) revealed that, partnering with firms specializing in modern technology was an added advantage to the growth of firm in Malaysia. Further, 43.8% and 41.3% of the respondents strongly agreed and agreed, respectively that, available technology has improved operations' efficiency among the partners. It was established that, IT partnership has increased customer satisfaction among the partners because of easy access of services as supported by 53.7% (strongly agreed) and 33.9% (agreed). In agreement, a study by Villar et al. (2016) established that, technological partnerships promotes service delivery. From the results, it can be said that, use of technology in rolling out services and products has benefited all the business partners.

Regarding marketing alliance, 65.3% of the respondents strongly agreed that, marketing alliance with other partners has increased advertisement of services and products while 26.4% agreed with the statement. The results resonate with yet another study by Moor and Prichard (2017) that found that, using other established companies' platforms for advertisement improves service access. Moreover, 46.3% of the managers strongly agreed that, alliance with other firms has enhanced selling of products and services while 35.5% of the participants agreed with the statement. In congruence, a study by Ochieng (2013) revealed that, improved services access and delivery was attributed to outsourcing. The study also found that, alliances with like-minded partners had increased access to products/services by the public as supported by 49.6% respondents who agreed while 42.1% strongly agreed. The results are in uniform with a study by Ban et al. (2012) who argue that, marketing partnership promotes accessibility and service delivery to the public. It was also revealed that, the marketing alliance strategy with other firms has increased operations' efficiency as agreed by 46.3% and strongly agreed by 45.5%. Lastly, 45.5% of the respondents strongly agreed that, strategic alliance benefits witnessed is attributed to intense marketing strategy using Twitter, Facebook among others while 36.4% agreed with it. In yet another study, Moor and Prichard (2017) found that, use of various social media platforms promoted strategic alliances among partners. From the findings, it is evident that market alliances between the firms was beneficial for all the parties.

In line with the product alliance, the study revealed that, 57.9% of the managers strongly agreed that, formation of product promotion alliance with other firms had led to increased accessibility of products in the country whereas 26.4% agreed with statement. In agreement, a study by Mansor (2013) revealed that, formation of strategic alliances including joint product marketing increases product sales. The study found that, the partners strived to share quality products on social media platforms to increase public awareness as reported by 57.9% of the respondents who agreed whilst 4.7% of the respondents strongly agreed. In support, a study by Yesegat and Joseph (2017) found that, production alliances create awareness and equally enhances product knowledge to the public. Furthermore, it was established that, the partners had embraced celebrities to enhance public knowledge about their respective products as reported by 44.6% and 30.6% of the respondents who agreed and strongly agreed respectively. The results also show that, 38.8% (strongly agreed) and 32.2% (agreed) of the respondents reported that, the organizations have over the years partnered with product promotional firms to increase uptake of products/services. The results ae in tandem with a study by Spudis (2018) who revealed that, having a joint venture with experienced marketing rather promotion firms improves performance of the firms forming an alliance. It can thus be said that, strategic alliance via products partnership increased knowledge, awareness, and accessibility of each organization's products.

Regarding strategic alliance (dependent variable), most respondents agreed (41.3%) and strongly agreed (39.7%) that cost sharing among the partners lessened financial burdens hence improved performance. In uniformity, a study by Gatobu and Maende (2019) showed that, most firm in Kenya forms strategic alliances to reduce cost of expenses. Again, it was found out that, 61.2% and 19.8% of the respondents disagreed and strongly disagreed respectively that strategic alliances cushioned respective organizations from operation risks. In yet another study, Strologo (2020) revealed that, firms majorly come into joint business venture to eliminate various risks such as market and operational risks. Additionally, 62.8% agreed while 27.3% strongly agreed that, sharing of skills across the three organizations earned them the benefits of strategic alliances. In congruence, a study by Čirjevskis (2019) indicated that, formation of strategic alliances promote skill and knowledge that subsequently benefits all partners. The study also found that, 57.9% of the respondents were not sure whether strategic alliances had promoted timely customer feedback while only 19.0% agreed with the statement. Lastly, 57.9% of the managers strongly agreed that they have managed to reach out to new customers courtesy of strategic alliance formation while 30.6% agreed with the statement. The findings are in line with a research by Ban et al. (2012) that revealed that, strategic alliances are formed with the aim of increasing customer base. From the results, it can be said that, cost sharing, risk sharing, reaching out for new customers were the key drivers of strategic alliances between the three partners.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

The investigation provided an overview of the research in this section. Conclusions drawn from the data were also included in the chapter. Additionally, presented are recommendations derived from the results. Additionally, areas for further study are also presented in the final section.

5.2 Summary of Findings

5.2.1 Technological Alliance

It was found that, majority of the respondents (66.1%) disagreed that, there existed regular personnel training on modern technology. The study found that, the entities had adopted new technology to enhance the benefit of strategic alliances as supported by 90.1% of the respondents who agreed. It was also revealed that, automation of the entities' system has promoted efficiency in service delivery as reported by85.9% respondents who agreed. Further, 85.1% of the respondents agreed that, available technology has improved operations' efficiency among the partners. It was established that, IT partnership has increased customer satisfaction among the partners because of easy access of services as supported by 97.6% (agreement level).

5.2.2 Marketing Alliance

The study found that, 91.7% of the respondents agreed that, marketing alliance with other partners has increased advertisement of services and products. Moreover, 81.8% of the managers agreed that, alliance with other firms has enhanced selling of products and services. The study also found that, alliances with like-minded partners had increased access to products/services by the public as supported by 91.7% respondents who agreed. It was also revealed that, the marketing alliance strategy with other firms has increased operations' efficiency as agreed by 91.8%. Lastly, 81.9% of the respondents strongly agreed that, strategic alliance benefits witnessed is attributed to intense marketing strategy using Twitter, Facebook among others.

5.2.3 Product Alliance

The study revealed that, 57.9% of the managers strongly agreed that, formation of product promotion alliance with other firms had led to increased accessibility of products in the country whereas 26.4% agreed with statement. The study found that, the partners strived to share quality products on social media platforms to increase public awareness as reported by 92.6% of the respondents who agreed. Furthermore, it was established that, the partners had embraced celebrities to enhance public knowledge about their respective products as reported by 75.2% who agreed, respectively. The results also show that, 71.0% (agreement level) of the respondents reported that, the organizations have over the years partnered with product promotional firms to increase uptake of products/services.

5.2.4 Strategic Alliances

Regarding strategic alliance (dependent variable), most respondents agreed (81.0%) that cost sharing among the partners lessened financial burdens hence improved performance. Again, it was found out that, 81.0% of the respondents disagreed that strategic alliances cushioned respective organizations from operation risks. Additionally, 90.1% agreed that, sharing of skills across the three organizations earned them the benefits of strategic alliances. The study also found that, 56.9% of the respondents were not sure whether strategic alliances had promoted timely customer feedback. Lastly, 88.5% of the managers agreed that they have managed to reach out to new customers courtesy of strategic alliance formation.

5.3 Conclusions

Regarding technological alliances, it is concluded that, the use of technology to roll out services and products has benefits to all the business partners as supported by majority of respondents who nearly agreed new technology to enhance the benefit of strategic alliances, promoted efficiency in service delivery, improved operations' efficiency and increased customer satisfaction.

On marketing alliance, the study concluded that, marketing alliance with other partners has increased advertisement of services and products, enhanced selling of products and services, increased access to products/services, and increased operations' efficiency.

Concerning product alliance, the study conclude that, formation of product alliance led to increased accessibility of products, increase public awareness, increased public knowledge and increase uptake of products/services.

Regarding strategic alliance (dependent variable), the study concluded that, the three businesses were driven into alliances because of cost sharing, risk sharing, sharing of skills, and to expand customer base.

5.4 Recommendations

KRA, Airtel, and Safaricom should continuously conduct employee' training programs on the utilization of IT based systems to help in the full execution of strategic alliances. By regularly training and educating employees, they will gain insight into requisites of using systems available to enhance implementation of the business agreement between the parties.

Secondly, since the telecom industry operates in a highly volatile environment, organisations in this sector should be particularly interested in forming strategic alliances. This is because these businesses including KRA operate in a high level of environmental instability, hence they must proactively act quickly thus making forming alliances in the areas of marketing, products, and technology necessary.

The study suggests that in order to improve market share and boost revenue, productivity, sales, awareness, and access to goods and services, all partners ought to take customer relationship management and growth seriously. This can be done by carrying out awareness campaign using social media apps, celebrities, and promotional organizations in the country.

Further, the report suggests removing pointless rivalry between Safaricom and Airtel-Kenya to reduce operating costs, boost economies of scale, and increase market share. This can be done by having a uniform transaction costs on LIPA NA MPESA or PAY USING AIRTEL MONEY services. Additionally, by pooling more human resources, the partners can lower hiring costs and promote knowledge and skill sharing to boost business and consequently promote national economic growth.

5.5 Limitations

In pursuit of this study, several limitations were experienced. First is the cost in term of time and finance to carry out an extensive and exhaustive research. Second is the 'confidential' nature of the organizations that was very reluctant to give out any information. Thirdly, the study relied on quantitative data collected through structured questionnaire of which collection, analysis and interpretation is not free from human errors. Given the case study nature of this investigation, results of findings are specific only to the organizations studied and may not be generalized to the others outside the three bodies.

5.6 Areas for Further Research

The aim of this study was to assess the strategic alliances between KRA, Safaricom, and Airtel-Kenya. The study recommends that, future studies might also concentrate on the effect of strategic alliances on the achievement of a competitive advantage among telecommunication companies in Kenya.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

My name is Lorna Adera Atieno a finalist student at the University of Nairobi. As a requirement for the award of any Degree, I am required to conduct academic research on **"STRATEGIC ALLIANCES BETWEEN KENYA REVENUE AUTHORITY, AIRTEL, AND SAFARICOM".** In lieu of this, I am, therefore, requesting the selected respondents to promptly take part in answering the various statements provided in the questionnaire. Notably, the supplied information will be treated in confidence and will only be applied for academic reasons.

Thank you

Yours sincerely,

Lorna Adera

APPENDIX II: QUESTIONNAIRE

Kindly give as accurate information as possible.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Age in years

   Below 30 [ ] 30-40 [ ] 41-50 [ ] Above 50 [ ]
2. Duration of employment in years

   Less than one year [ ] 1-3 [ ] 3-5 [ ] 5-8 [ ] 8-10 [ ] Above 10 [ ]
3. Highest academic qualifications:

   Bachelors' degree [ ] Masters' degree [ ] PhD [ ] Any other…………………

SECTION B: TECHNOLOGICAL ALLIANCE

4. The statements regards technological alliance between the three bodies. Please provided responses on Likert scale of 1-5 (1 = Strongly disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly agree).

	1	**2**	**3**	**4**	**5**
There exist regular personnel training on modern technology					
The entity has adopted new technology to enhance the benefit of strategic alliances					
Automation of the entities system has promoted efficiency in service delivery					
Available technology has improved operations' efficiency among the firms					
IT has increased customer satisfaction because of easy access of services					

SECTION C: MARKETING ALLIANCE

5. The statements regards marketing alliance between the entities. Please provided responses on Likert of 1-5.

Alliance with other firms has increased advertisement of services and products					
Alliance with other firms has enhanced selling of products and services					

Alliance with like-minded firms has increased access to products/services by the public/customers					
The marketing alliance strategy with other firms has seen increased operations' efficiency					
The witnessed strategic alliance benefits is attributed to intense marketing strategy using Twitter, Facebook among others					

SECTION D: PRODUCT ALLIANCE

6. The statements regard product alliance between the three businesses. Please provided responses on a Likert scale 1-5.

	1	2	3	4	5
Formation of product promotion alliance with other firms has led to increased accessibility of products					
The organizations strive to sharing quality products on social media platforms to increase public awareness					
In the recent past, my employer has embraced celebrities to enhance public knowledge about our products					
My employer has over the years partnered with product promotion firms to increase uptake of products/services					

SECTION E: DRIVERS OF STRATEGIC ALLIANCES

The following statements regards strategic alliances. Please provided your response on a Likert scale of 1-5.

Statements	1	2	3	4	5
Cost sharing has lessened financial spending hence improved performance					
Strategic alliances has cushioned our organization from operation risks					
Sharing of skills across the three organizations has earned us the benefits of strategic alliances					
Strategic alliances has promoted timely customer feedback					
We have managed to reach out to a new customers as a result of strategic alliance					

End

Thank you!

APPENDIX III: TARGET POPULATION

NO.	Departments	Number of managers
1	C&BC	29
2	DT	21
3	I&SO	20
4	I&E	16
5	SIRM	17
6	CSS	19
7	LS&BC	11
8	T&LO	13
9	KSRA	9
10	IA	16
11	M&C	23
	Total	**194**

KRA, Human Resource Department, 2022.

APPENDIX IV: SAMPLING FRAME

	Departments	Number of managers	Sample size (67.53%)
1	C&BC)	29	20
2	DTD	21	14
3	I&SO	20	14
4	I&ED	16	11
5	SIRM	17	11
6	CSS	19	13
7	LS&BC	11	7
8	TLO	13	9
9	KSRA	9	6
10	IAD	16	11
11	M&CD	23	16
	Total	194	131