

**CORPORATE STRATEGY AND PERFORMANCE OF SPORTPESA COMPANY
LIMITED IN KENYA**

EDWIN MOSE OBWOGE

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF
NAIROBI**

October, 2018

DECLARATION

This project is my original work and has not been presented for examination purposes in any other learning institution. No part of this project should be reproduced without my permission or that of the University of Nairobi.

Signature.....

Date.....

Obwoye Edwin Mose

D61/81751/2015

This research project has been submitted with my approval as the University of Nairobi supervisor.

Signature.....

Date.....

Prof. Zachary B. Awino

Department of Business Administration,

School of Business, University of Nairobi

ACKNOWLEDGEMENTS

I am forever indebted to our almighty God for giving me the strength, courage and endurance during the research period for my project. I am immensely thankful to my supervisor Professor Zachary B. Awino for the support, understanding, professional counsel, and commitment. I would also like to express sincere gratitude to my parents for the love, affection and support they extended to me in every step of my life. Thank you very much and may the Lord bless you all.

DEDICATION

This project is especially devoted to my great God for guiding me during this time of undertaking the research. I also want to dedicate this to my beloved wife Happiness Mwangi Nyangau, my children Ledwinas Kerubo, Damien Abwoga and Erich Simba for their moral support, will not also forget my loving parents for laying a strong foundation in my studies.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENTS	iii
DEDICATION.....	iv
ABBREVIATIONS AND ACRONYMS.....	viii
ABSTRACT.....	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Concept of Strategy.....	2
1.1.2 Corporate Strategy	6
1.1.3 Organizational Performance	7
1.1.4 Corporate Strategy and Organizational Performance	8
1.1.5 Betting Companies in Kenya	9
1.1.6 SportPesa Company Limited	10
1.2 Research Problem	11
1.3 Research Objective	14
1.4 Value of the Study	15
CHAPTER TWO: LITERATURE REVIEW.....	16
2.1 Introduction.....	16
2.2 Theoretical Foundation	17
2.2.1 Resource-Based View	20
2.2.2 Contingency Theory.....	21

2.2.3 Survival-Based Theory	22
2.3 Corporate Strategy and Performance Relationship.....	23
2.4 Challenges of Corporate Strategy	28
2.5 Performance Indicators in Organizations.....	30
2.6 Empirical Studies and Knowledge Gaps.....	31
CHAPTER THREE: RESEARCH METHODOLOGY	34
3.1 Introduction.....	34
3.2 Research Design.....	35
3.3 Data Collection	35
3.4 Data Analysis	36
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	38
4.1 Introduction.....	38
4.2 Demographic and Personal Information	39
4.3 Adoption and Application of Corporate Strategy	40
4.3.1 Understanding Corporate Strategy.....	41
4.3.2 Impact of Corporate Strategy on Performance	42
4.4 Successful Managing of Corporate Strategy at SportPesa.....	43
4.4.1 Key Success Factors of Corporate Strategy Implementation	44
4.4.2 Challenges of the Corporate Strategy	45
4.5 Discussion of Findings.....	47

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION	49
5.1 Introduction.....	49
5.2 Summary.....	50
5.3 Conclusion	51
5.4 Recommendations.....	52
5.5 Limitations of the Study.....	52
5.6 Area for Further Research.....	53
5.7 Implications of the Study on Theory, Policy and Practice.....	54
REFERENCES.....	56
APPENDICES	60
Appendix I: Letter of Introduction	60
Appendix II: Interview Guide	61

ABBREVIATIONS AND ACRONYMS

BCLB	Betting Control Licensing Board
BSC	Balanced Scorecard
CEO	Chief Executive Officer
GDP	Gross Domestic Product
IT	Information Technology
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KPIs	Key Performance Indicators
KSFs	Key Success Factors
OM	Operations Management
ROA	Return on Resources
SOM	Service Operations Management

ABSTRACT

Corporate strategy determines how an organization performs. Strategy depicts a fundamental part in the associations' execution. Strategy gives the bearing that a firm has at the highest point of the need and the manner in which they will reach their destinations. The execution of an undertaking is controlled by the business strategy adopted. The motivation behind this examination was to decide how corporate strategy influences execution of an association. The examination utilized a contextual investigation. The analyst used meetings as a data gathering gadget. The meeting timetables were used to assemble information from the heads of divisions, chairman and president of the SportPesa Organization. The examination connected subjective information investigation systems. Subjective information examination utilized the utilization of counting of gathered information where it included substance investigation methods. The respondents interviewed demonstrated a good understanding of the company's corporate strategy and its contribution to performance. Overall, the SportPesa Company Limited company strategy implementation process has been a success as evidenced by the consisted growth and consistent profits. From the study it was found out that SportPesa Organization have vision and statements of purpose that are composed down and imparted to all representatives. The examination additionally discovered that the methodologies utilized by SportPesa Organization are principally in view of cost initiative and enhancement of items/administrations. Moreover, the exploration reasons that estimation of authoritative execution was imperative in the organizations and that the greater part of the organizations adjusts utilization of both money-related and non-monetary execution measures. A positive relationship was established between strategy and organizational execution with dominant part of the organizations agreeing that their execution had enhanced most business undertakings. This connection infers that strategy is a determinant of an organization's execution. In making the corporate strategy, it was important that the organization distinguish the drivers and elements that helped execution with a specific end goal to make an execution to position it as a market pioneer. The examination suggests that all individuals from the organization need to be involved in organizational management thus improving thought sharing and meetings along lines of quick basic leadership. Moreover, the investigation confirmed that the procedures utilized by SportPesa Organization impact execution emphatically. Eventually, managers ought to have the ability to foresee challenges in usage of the corporate strategy.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The performance of organizations is communicated as far as benefit, conveyance and development among others is concerned. Most organizations are driven by the desire to expand their significant worth, enhance associations and increase their stock. The organization is required to use its money related assets and adopt good practices so as to obtain optimum performances. The organization could use distinct approaches in order to attain success which include; employing practical administrative procedures, adopting focus strategies that lead to performance improvement and undertaking definitive execution. The corporate structure tends to be a bigger number of rival firms arranged as opposed to client situated (Ireland *et al.*, 2011). Corporate strategy reflects the organization's framework, innovation at the firm operation administration and the firm's administrative issues.

Watchman's bland methodologies concept is extensively applied in this study and thus an integral part of our examination. According to this concept, three non-exclusive methodologies could be used which are drop the price, separated or centers. Doorman asserted that a corporation needs to select one of the three failure to which the commercial enterprise might squander treasured sources. Doorman's non-precise techniques element creates a connection between value minimization methodologies, object separation processes, and marketplace middle systems of doormen (Porter, 2000).

This examination shades light into the organizations confronting solid rivalry from inside the nation and furthermore from betting locales internationally. The desire to support betting corporate forces the firm to develop a schedule on how everyday performance will be executed (Porter, 2008). One of the principle targets of each firm is allot the restricted resources proficiently and still attain a competitive edge. Corporate strategy helps in limiting the resources that an organization is utilizing to get the best outcomes (Richard, 2015).

Betting in Kenya is administered by betting firms. Betting contributed to 2.9 for every penny of GDP and contributed to 12.4 for each penny of work in the formal segment in 2013 (Kenya Economic Report, 2016). Although this seen to be a good performance indicator, it is beneath the 10% contribution for each penny commitment target per annum foreseen in the Kenya's vision 2030. The protests were brought about by the rivalry between clients and betting companies due to lack of trust by clients on the betting companies thus influencing their performance (Kenya National Bureau of Statistics, 2016). SportPesa being one of the biggest betting sites in Kenya faces firm rivalry from more than 10 betting sites in Kenya. It is against this knowledge the exploration will inspect the corporate strategy and performance of SportPesa organization restricted in Kenya.

1.1.1 Concept of Strategy

The modern-day economic and budgetary emergency requires proper understanding of components that produce the desired results. Performance indicators are supposed to present information on the tactics to be employed thus improving the performance of web sites through production of foreordained spending plans (Richard, 2015).

Budgetary constraints limit organizations from making corporate and economic decisions which affect their overall performance. An association experiencing challenges should have the capacity to identify actions that empower it to react effectively to new problems and regulate the changing corporate world (Laitinen, 2012).

Chandler (1962) describes strategy as a technique for working up the legitimate reason with respect to its whole deal goals, action tasks and resource task needs. Gluek (1976) moved strategy is a levelheaded, restricting together, integrative blue print of the association all in all. Argyris (1985) describes strategy design and execution to join perceiving openings and threats in the associations' condition, surveying qualities and weaknesses of the association, arranging structures, portraying parts, utilizing appropriate people and making reasonable prizes to keep those people induced to make duties. Mintzberg (1979) fights that strategy is an intervening force between the affiliation and its condition persevering instances of surges of true blue choices to manage the earth. Recess and Doz (1979) view tactic as the result of 3 unmistakable procedures adding to tactic plan; the academic frameworks of people on which considerations of condition of plan are based, the shared and authoritative philosophy by which opinions are possessed and obligations made and the political systems by which the ability to impact reason and assets is moved.

Strategy is a propeller for completing high ground. Monitor (1980) depicts tactic as a structure for concentrate the enthusiasm of a business and nonexclusive frameworks for palatably masterminding a company in a sector. Watchman (1985) depicted strong strategy as a range for unfathomable focused situation in a trade, the central field in which rivalry happens. Scholes and Johnson (2002) watches that key cutoff is on a very basic level worried over how assets are passed on, managed and controlled to make capacities in those exercises and business shapes need to keep up the business.

Whittington, Scholes and Johnson (2008), depict tactic as the course and level of a relationship above the extended haul, which satisfies benefit in a varying situation via its arrangement of advantages and aptitudes with the reason for satisfying accessory needs. As exhibited by Johnson and Scholes (2009), there are exchange viewpoints on strategy; strategy as configuration, as experience, contemplations or as talk. Affiliations' crucial issues are best observed from a gathering of points of view as proposed by the four strategy focal core interests. A chart purpose of joining sees strategy in unsurprising methodical ways. An endeavor purpose of union sees the strategy as the eventual outcome of individual experience and dynamic culture. The thoughts purpose of meeting sees strategy as rising out of contemplations inside and around an affiliation. The discourse purpose of union incorporates the bit of strategy vernacular in molding understandings inside affiliations and focuses to the significance of being able to talk this language adequately.

Strategy works at various stages of an affiliation; organizational level, firm level, and important stage (Andrews, 1980). Company level tactic is the most abnormal measure of key fundamental organization in an affiliation and spreads practices managing the attestation of the goals of the affiliation, securing and task of favorable circumstances and coordination of methodologies of different crucial distinguishing strength components in the relationship for consummate execution. These choices are made by utmost association of the affiliation. The likelihood of significant choices inclines to be respect organized, sensible and less tangible than choices at the commerce or profitable level. The corporate strategy characterizes the entire arrangement targets of the affiliation and the comprehensive objectives and approaches inside which the key strong point elements inside the affiliation work (Robinson & Pearce, 2005).

Business-close tactic is material in those affiliations, which have diverse affiliations and every commercial is overseen as key distinguishing strength component. Utilitarian policy identifies with a solitary valuable procedure and the exercises inside the affiliation. Choices at this level inside the affiliation are as frequently as conceivable portrayed as crucial and are guided and obliged by some wide essential contemplations. Underneath the utilitarian level strategy, there might be operations level procedures as each point of confinement might be allotted into two or three sub limits.

Today strategy isn't just utilized on the war zone, it's additionally a crucial piece of associations implies towards winning and increasing upper hands. A strategy respects the movement of making a fit among an organization's diverse exercises. The achievement rate of a strategy is tied in with doing numerous things well, not only a couple and having mix among them. If there is no fit among exercises, there is no strategy and less manageability for the organization (Watchman, 2006).

In corporate, strategy is generally divided into three different levels of strategy. First and the best degree of strategy is referred to as company approach, it's involved with assessing which corporate your employer must compete in, and consists of the improvement and coordination of the portfolio of strategies. The second level is corporate strategy which concerns with how the different corporate that's apart from the corporate strategy should compete in the specific markets. The third and last level of strategy in corporate is operational level, which focuses on the operating divisions in the company (Johnson *et al.*, 2011).

1.1.2 Corporate Strategy

The company technique describes the stage of systems within an association and is apprehensive with the extended survival of the organization. It postulates the procedures to be adopted by the organization so as to increase its value and improve the overall performance. A corporate plan declaration should be constructed on the five mechanisms of mission, objective vision, advantage, and scope (Collis & Rukstad, 2008; Johnson *et al.*, 2009).

Corporate procedure has its main task of overseeing the firms rather than becoming effective through exercise. Each organizational system should strive to make the firm unique and extraordinary. This means that they should pick on much extinguished practices that lead to improved organizational performances (Watchman, 2006; Changa *et al.*, 2003; Collis & Rukstad, 2008).

Corporate level strategy is apprehensive with the deliberate choices a SportPesa makes that affect the entire organization. Corporate Plan takes a selection methodology to strategic choice making by regarding across all of a SportPesa dealings to decide how to generate the greatest worth. To improve a corporate plan, companies need to look at how their diverse dealings apt composed and how they impact each other. SportPesa is organized to optimize human resources, procedures and authority. Corporate Plan builds on highest of business plan which is apprehensive with planned decision making for SportPesa business.

1.1.3 Organizational Performance

Organizational performance alludes to how well an association accomplishes its market situated objectives and its monetary objectives. Hierarchical performance implies accomplishment of extreme targets of the association as set out in the vital arrangement. This regularly relies upon the nature of individuals and how well they can utilize the resources available to them for the accomplishment of a given set authoritative objectives. Kirkman, Lowe and Young (2015) describe performance as the accomplishment of hierarchical objectives in quest for corporate methodologies that prompt supportable upper hand.

Albeit is usually used as part of observational and hypothetical research, the idea of hierarchical performance remains unexplained and response is taken to regularly boost performance. There exists little knowledge on the correct definitions to adopt and which criteria are to judge definitions (Baguley, 2014). Hierarchical performance is a key to decide whether an organization is to proceed or to close and begin dealing with different procedures.

Performance of a company can be seen in many ways from its growth, profits, loses or level of customer satisfaction. Performance can either be positive or negative depending to the outcome that results in the end. Many organizations measure their performance by the level of company's returns which are demonstrated through level of profits (Kithinji, 2012).

1.1.4 Corporate Strategy and Organizational Performance

The execution of an endeavor is coordinated by the corporate system it handles. Different examiners have related corporate systems with implementation, seeing approaches related with low and high implementation. Strategies which end in five stars are linked to rehearses that for the most part induce achievement in the corporate; that is key attainment factors. These movements are associated with practices in trade. Specialists have perceived such actions to meld supplement on thing excellence, thing and association movements, change of new occupied advances, and exposure of new marketplaces.

Activities linked with high execution systems moreover join complement on client organization and sustenance, expansive advancing, and use of outside back. Additionally, since high execution systems include activity taking, they are frequently alluded to as proactive procedures (Covin, 2001). Every one of the exercises of a pre-emptive system are very much coordinated. Companies which accomplish below normal expectations tend to trail others in the business and have poor response strategies to eventualities. Such firms are portrayed by actions which stress hazard evasion and thus little growth.

Low execution companies incorporate impediments of more effective companies in the business. The practices that involve the use of these procedures are usually not well coordinated and often operate under huge uncertainties (Olson & Bokor, 2005). They are frequently alluded to as responsive techniques since they are portrayed by responses to occasions instead of activity taking. Firms seeking after proactive techniques may occasionally comply with industry standards and receive institutionalized procedures. In any case, they do this not out of custom with low performing systems as they deem this to be the most suitable technique.

Techniques with changing degrees of expert movement and reactivity fit along the proactive-responsive range. Concentrating on corporate system and execution has improved the levels of exercises and execution (Pearce & Robinson, 2005). The practice of enhancing existing items to meet changing client needs, growing new items and stressing item quality are related with piece of the overall industry increments by drawing in new clients and holding existing ones.

1.1.5 Betting Companies in Kenya

In Kenya, there are many games betting sites. The market has turned out to be extremely competitive with numerous administrators venturing into the business thus intensifying the level of competition. Enormous rewards for new clients have turned out to be ordinary and many betting organizations are seeking to offer the best services to their clients. Not all are Kenyan based but rather a portion of the betting organizations have been established in Kenya.

If you understood betting locales, for example, SportPesa and Betin, you would notice their amazing offers such as free wagers and store rewards. SportPesa, Hollywoodbets.com, Betin, BetPawa, Elitebet Kenya, M-Cheza, Bet Yetu, Betway, Lucky2u, Eazi bet, Kwikbet, Dafabet, shabiki, Betika.com, superbet247, TuchezeAfrobet and Gaming.co.ke are some of the betting sites that have entered the Kenyan market, (Kenya Economic Report,2013). Currently, Betpawa is the only betting site offering a free bet in Kenya. The best part is that the offer of free bets by Betpawa is very easy to redeem. No deposit required. The market has become very competitive very quickly, with many operators trying to become the biggest and best.

In Kenya showcasing of these betting locales has been an everyday action this numerous adverts both in radio or TV. Huge rewards for new clients are nowadays common with many betting organizations presenting devotion plans for their standard clients. It has incalculable rewards, multitudinous betting choices, and an unmatched collector reward. Games betting brands have all the earmarks of being exceptionally installed in our wearing group culture and are turning into a typical piece of social discussions, especially encompassing EPL recreations. The administration of Kenya has forced 35% duty on income to the betting sites.

1.1.6 SportPesa Company Limited

SportPesa, an all-inclusive known, Kenya-based games betting site, is possessed and worked by Pevans East Africa Limited. The SportPesa Kenya site is authorized by the BCLB under the Betting, Lotteries and Gaming Act and furthermore softened tradition up the corporate by making a group included gaming brand that is profoundly dedicated to sports advancement in neighborhood groups.

The organization is additionally authorized and works in four other center markets, for example, Tanzania, South Africa, Isle of Man and United Kingdom, where it works in conjunction with the settled organization TGP Europe (Kenya Economic Report, 2013). SportPesa is seemingly a standout amongst the most tempting things in Kenya among sports fans and loathers in break even with measure today. It is reasonable to state that the betting organization has given a few people a wellspring of wage, with some ready to put sustenance on their tables and others pay lease through the fortunes that comes to pass for them. In July 2016, SportPesa reported a three-year sponsorship manage UK football club Hull City. This arrangement impacted the world forever as it was the first run through a Kenyan organization was supporting a Premier League group (Kenya Economic Report, 2013).

SportPesa as of late reported that they would headquarter their European operation in the city of Liverpool on the celebrated around the world waterfront. In 2016, SportPesa won the Best African Sponsorship Award at the Discovery Sports Industry Awards (Ochieng, 2014). In 2017, was perceived as a Super brand, set thirteenth in the positioning of the best organizations in Kenya.

SportPesa as of now has sponsorship manages Simba SC and Young Africans SC, two driving clubs in the Tanzania Premier League. The two groups have marked five-year sponsorship bargains. Also, SportPesa supported Singida United FC for a year following their advancement to the Tanzania Premier League. SportPesa as of now has associations with four English football clubs Hull City, Arsenal, Southampton, and Everton. It is the fundamental shirt backer for Hull and Everton.

1.2 Research Problem

Corporate strategy determines the performance of an organization. Strategy forms an integral part of an organization's execution. Strategy puts the firm at the highest point need list and demonstrates how they will attain their goals. The business strategy adopted defines how different business operations will be undertaken (Pearce & Robinson, 2005; Olson & Bokor, 2005). Various experts have attributed business methods with execution, perceiving outcomes and level of commitment required (Pearce & Robinson, 2005; Olson & Bokor, 2005; Smith, 1967; Covin & Slevin, 2006; Covin, 2001).

The impact of business strategy on various levels of execution has been a subject of creating eagerness for the field of imperative organization. The efficacy of a business strategy is greatly determined by how well its activities are structured. This illustration portrays the organization's business strategy and the level of commitment to achieve its objectives. Different experts have highlighted different business frameworks that could be adopted by a firm. These frameworks connect with and concentrate on presentations of proprietor/overseers to definite reasonable actions.

The main goal of strategy is to comprehend why establishments achieve in an unforeseen way, and how execution can be composed and controlled. Undoubtedly, the association among strategy and execution is concerned with matters that cover an extensive period of time to be attained. However, none of these examinations have investigated the result of corporate strategy on attainment of objectives.

Betting firms in Kenya like in different parts of the world have been encountering difficulties of coping with aggressiveness in this unique corporate condition. The division commitment to GDP compounded from 9.6 for each penny in 2011 to 9.2 for every penny in 2012 while the development rate weakened from 3.4 for every penny in 2011 to 3.1 for every penny in 2012 (KIPPRA, 2016). These organizations are however anticipated that would assume a basic part in driving the nation's economy to a 10 for each penny development rate, in accordance with the desires of vision 2030 and in supporting the nation's social improvement motivation through the making of employments, the age of outside trade and by drawing in remote direct venture which has not been figured it out. This means there is an extensive potential to enhance Kenya's intensity in the area.

Distinctive researchers have investigated the systems embraced by different organizations and businesses and the subsequent execution watched both money related and non-budgetary. Universally, Liu (2011) investigated the connection between key introduction and hierarchical execution in Conceived Worldwide, China; the examination received a contextual analysis consider outline. The investigation discovered that there was sure relationship between vital introduction and authoritative execution.

Fowder *et al.* (2011) inspect the connection between showcase introductions; benefit quality and business execution in a review of stock dealers in Mauritius. Keats and Hiff (2010) used causal research configuration exhibiting approach with longitudinal or time asked for data in their investigation in essential organization in Joined Conditions of America; repertory arrange, event ponders, event history examination, figured backslide, simultaneous conditions examination, multidimensional examination, subjective mapping.

Some type of relationship was built up in every one of these investigations however additionally examine into the connections was suggested. Wahid (2010) in an investigation on advancement execution relationship in Canada reasoned that Innovative work power is contrarily identified with firm execution taking the position that development alone isn't an adequate condition for better execution. He received illustrative study inquire about plan. In Kenya, Wangari (2007) completed an examination because of aggressive techniques on the execution of hair salons in Nairobi. Wangari used a clear study explore plan. The examination presumes that factors of separation strategy in the business show presence of a connection amongst strategy and execution.

The impact of corporate strategy on performance of the economy has also been broadly investigated: Kiamba (2008); local experts utilized descriptive survey to explore corporate strategy, Wanjau (2007) in smaller scale foundations in Kenya used elucidating study in formulating their strategy, Ngugi (2007) in insurance agencies of Kenya utilized a descriptive study and noted that there exists a connection between a few parts of corporate strategy with performance.

Biyra (2009), Oimbo (2009), Omoro (2008), Riungu (2008) and Ogolla (2006) examined the strategy – performance relationship in the banking industry using contextual investigations. It can be concluded from this studies that it is upon the businesses to decide on the level of association between corporate strategy and other components.

The approaches utilized do not also shade light on the ideal practices to be undertaken by betting sites which this study means to contemplate. It was evident that no study had been conducted on the strategy – performance relationship using a case study, it was in this exploration gap that the study intended to response the inquiry what is the effect of corporate strategy on performance of SportPesa Limited Company? therefore this study was conducted at SportPesa to bridge this gap.

1.3 Research Objective

The research objective was to determine how corporate strategy affects performance of an organization.

1.4 Value of the Study

The investigation enhances understanding to strategy architects on the role of corporate strategy towards the attainment of organizational goals and in formulation of laws governing corporate strategy. Managers are going to understand the challenges experienced during implementation of corporate strategies. This study's recommendations help the management and employees to understand how effective and efficient company performance could be attained.

In theory, the study is important as it benefits scholars and academicians and make contributions to the existing body of knowledge in corporate strategies with regard to performance of betting companies. The findings of the study enable the researchers to know various forms of corporate strategies employed by betting companies in increasing company performance.

Practically, it also helps the betting companies and other companies to improve effectiveness and efficiency of corporate strategies hence increasing company performance. Having known the weakness and strengths of corporate strategy, companies are focusing on the benefits derived and minimize on the weaknesses.

The chapter has conclusively shown that companies can measure performance through the levels of profits, service delivery and level of growth. This performance reveal how the company attains its market oriented goals. Performance of a company can further be harnessed using effective corporate strategies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review is a substance of a scholarly paper, which incorporates the present data alongside extraordinary disclosures, and furthermore theoretical and methodological responsibilities regarding a factor. Writing surveys are auxiliary sources which do not portray a new image at work. Often related with scholastic located writing, such reviews are observed in scholarly work and are compared with other scholarly work which indicates the same distribution.

Doing a literature review is vital in tackling any scholarly subject. A restrained diploma writing survey is probably included as a chief element in showing new studies which helps since it allows the author to reach to conclusions based on what has been discussed by others regarding the phenomenon thus arriving at logical conclusions.

This segment assessed writing in help of corporate approach and performance of SportPesa corporate enterprise restrained in Kenya. It also disclosed the hypothetical system that was utilized in the examination considering the speculations resource based totally principle, survival-based idea and possibility idea. The section additionally shows writing on corporate strategy, difficulties of corporate strategy, performance of associations and experimental examinations on the corporate strategy and performance of associations.

2.2 Theoretical Foundation

The theoretical foundations determine the variables to be measured and the statistical correlations and relationships to be established. There are important components of learning– statement as well as concept. The subject of the study determines the query or concern that the venture is addressing.

Basically, theory drives how the research was undertaken right from the beginning to its conclusion. Therefore, the theoretical foundation of each project needs to be clean and logical. Awful principle equated to a terrible challenge – and probable a bad grade, or worse, failure to finish the program and graduate.

The investigation was tied down on asset based hypothesis, survival-based hypothesis and possibility hypothesis. The investigation trusts that these speculations give the premise to understanding the connection between the free and ward factors of the examination. Getting and keeping upper hand is fundamental for long haul achievement in an organization (Doorman, 1985). The benefit based view and industry association speculations of associations show exchange perspectives on how best to catch and keep high ground. A firm should attempt to fulfill oversight high ground by reliably grasping to changes in outside examples and events and internal capacities, wellness and resources and by effectively characterizing, realizing and surveying procedures that endorse upon those factors.

Techniques are potential activities that require top administration choices and most of company's assets. Procedures influence an organization's long-haul flourishing, ordinarily for no less than five years and in this manner are future situated. The RBV picked up prominence in the 1990s and is proceeding to day. As indicated by David (2009), the RBV way to deal with upper hand fights that inward assets are more essential for a firm than outer factors in accomplishing and maintaining upper hand. In this view, hierarchical execution is essentially dictated by interior assets including physical assets, HR and authoritative assets. The blend, sort and sum and nature of a company's inward assets ought to be viewed as a matter of first importance in concocting techniques that can prompt supportable upper hand.

Overseeing deliberately as per RBV includes creating and misusing an organization's assets and abilities and persistently keeping up and fortifying those assets. The hypothesis states that it is favorable for a firm to adopt a strategy that has never been used by a competing firm. Such assets must be either uncommon or difficult to emulate or not effectively substitutable.

The business organization (I/O) way to deal with upper hand advocates that outer (industry) factors are more imperative than inner factors in a firm accomplishing upper hand. Watchman battles than hierarchical; execution fundamentally dictated by industry powers. Watchman's five powers display center after breaking down outer elements and industry factors as a reason for getting and keeping upper hand. Overseeing deliberately from this point of view, involves firms endeavoring to contend in appealing businesses, maintaining a strategic distance from frail of vacillating ventures and picking up a full comprehension of key outside factor connections inside that industry (David, 2009).

As indicated by Watchman (1985), methodologies enable organizations to increase upper hand from three nonexclusive key bases; cost administration, separation and core interest. Cost administration underlines of giving institutionalized items at a low for every unit cost for buyers who are value delicate. Cost authority can be minimal effort strategy that offers items or administrations to an extensive variety of clients at the most reduced cost accessible in the market or a best esteem strategy that offers results of administrations to an extensive variety of clients at the best value esteem accessible available. This strategy plans to offer clients a scope of items or administrations at the most minimal cost accessible contrasted with rivals' items with comparative characteristics. Watchman's nonexclusive strategy in separation is a strategy went for delivering items or administrations considered remarkable industry wide and coordinated at customers who are generally cost unfeeling. As indicated by Doorman (1985), center suggests creating items and administrations that satisfy the necessities of little gatherings of buyers.

Ease center strategy offers items or administrations to a little scope of clients at the most minimal cost accessible available while best esteem center strategy offers items or administrations to a little scope of clients at the best value esteem accessible available. Watchman's five methodologies infer distinctive hierarchical plans, control strategies and motivating force frameworks. As indicated by Doorman (1985), bigger firms with more prominent access to assets commonly contend on a cost authority as well as separation premise though littler firms regularly contend on a concentration premise.

Watchman (1989) stresses the requirement for firms to successfully exchange aptitudes and ability among self-governing specialty units keeping in mind the end goal to increase upper hand. Contingent on such factors as sort of industry, size of the firm and nature of rivalry, different techniques could yield points of interest in cost administration, separation and core interest.

Minimal effort and separation are the usually acknowledged non-specific measurements of strategy that have effectively withstood numerous experimental tests in the strategy writing (Robinson & Pearce, 1988, Nayyar, 1993). A minimal effort strategy speaks to endeavors by firms to create an upper hand by turning into the most reduced cost maker in an industry (Watchman, 1980). Organizations can seek after an item separation strategy that underscores a picked type of uniqueness that stems either from the item, process or administration. Mill operator (1988) contends that there are no less than two sorts of separation techniques; item separation and advertising separation. Dissimilar to an item separation strategy, an advertising separation strategy depends on making client reliability by interestingly meeting a specific mental need. These theories in relations to the study are as they have been discussed as follows;

2.2.1 Resource-Based View

The resource based perspective of the firm (the RBV) was advanced by Wernerfelt (2004) and along these lines promoted by Barney's (2001) work. The embodiment of the RBV lies in the accentuation of resources and abilities as the beginning of upper hand: resources are heterogeneously appropriated crosswise over contending firms, and are defectively versatile which, thusly, influences this heterogeneity to hold on after some time (Mahoney & Pandian, 2002).

Resource Based View (RBV) is a financial instrument used to decide the key resources accessible to a firm. These resources can be abused by the firm keeping in mind the end goal to accomplish practical upper hand. Barney (2001) formalized this theory, even though it was Wernerfelt (2004) who presented the possibility of resource position hindrances being generally closely resembling section boundaries in the situating school (see Porter, 2000). RBV suggested that organizations are heterogeneous because they have heterogeneous resources.

As indicated by the Resource Based View theory, resources are contributions to a company's creation procedure; can be ordered into three classifications: physical capital, human capital and authoritative capital (Crook, 2008). An ability is a limit with regards to an arrangement of resources to play out an extend errand of an action. Every association is an accumulation of special resources and capacities that gives the premise to its strategy and the essential wellspring of its profits.

2.2.2 Contingency Theory

The possibility theory of leadership was proposed by the Austrian clinician Fred Edward (2004). The theory works by underscoring on the significance of both the pioneer's identity and the circumstance in which that pioneer works. Possibility theory has been a standout amongst the most powerful speculations connected in strategy and hierarchical investigations (Tosi & Slocum, 2004) and furthermore the one, which broadly received in key administration (Khairuddin, 2005).

Changes in possibilities, for example, size or strategy would render the structure to be unfit with the association and prompt lower performance. Subsequently, acclimation to the structure was expected to recapture the fit condition, in which would prompt higher performance. Beside possibilities, key decision, which controlled by hierarchical leaders, likewise assumed significant part in picking sorts of structure and furthermore changes in possibilities that the association chose to take. In this view, it was not really possibilities that took after structure, but rather changes in structure could likewise prompt changes in possibilities (Child, 2002).

This theory identifies with corporate performance in that the fundamental worldview of possibility theory is that association looks for viability by fitting attributes of the association with possibilities that mirror its circumstances thusly procedures so as to impact performance of SportPesa.

2.2.3 Survival-Based Theory

The idea of survival-based theory or some may call it as survival of the fittest' theory was initially created by Herbert Spencer (Miesing & Preble, 2005). The theory works fundamentally by being utilized to dissect how firms flourish and contend in ventures, and furthermore to clarify changes in economy.

Survival-construct theory focuses considering the idea that association need to ceaselessly adjust to its aggressive condition with a specific end goal to survive. Survival of the fittest theory was initially created by Herbert Spencer (Miesing & Preble, 2005).

This theory identifies with corporate performance in that it is typical for the opposition to carry on in libertine approaches to deliver the fittest corporate, who survived and thrived by effectively adjusting to its condition or turn into the most proficient and monetary maker of all. Subsequently, merciless corporate contention and corrupt governmental issues is adequate under this supposition and along these lines reception of administration procedures with a specific end goal to enhance performance.

2.3 Corporate Strategy and Performance Relationship

Low performing firms are likely going to neglect these imaginative and risk-taking activities. High performing firms are completing new creation progresses, underscoring cost practicality and stressed over laborer gainfulness to fight with contenders inside the business more so than the low performing firms. Besides, Kotey and Meredith (1997) pointed out that when firms are advancing well, recognizing new brand names, offering new customer experiences and using new promotion techniques, they are likely to register extemporary growth over a short period of time. Most well performing firms employ financing and assessment tools that are more superior than those of low performing firms.

They also noted that assessment of delegate execution, stress with laborers' flourishing and occupation satisfaction, incorporating agents in essential initiative are more run of the mill in high performing firms than low performing firms. Research shows that proprietor boss, who search for the assistance of masters and impact organizes inside the business, to perform better than anything the people who don't (Spulber, 2009).

Slater and Olson (2001) argue that regardless of how super a strategy is; it must be very much executed to accomplish the coveted outcomes. The creators trust that powerful execution of strategy is critical to organization's capacity to accomplish and keep up upper hand over different organizations. They additionally found a positive connection amongst strategy and corporate execution.

Ajagbe (2007) opined that without a well-defined strategy, a business will have no sparing explanation behind making and keeping up a high ground in the business where it works. Long et al. (2013) maintained that when the procedures have been tumbled down to the operational level for movement by the affiliations' workforce where their execution is essential, they are perfectly flown and balanced. Pryol *et al.*, (2007) postulated that effective execution should begin with an unmistakable cognizance of the affiliation's imperative procedure. They incorporated that legitimate execution is a fundamental accomplishment factor for an ideal use of strategy. This execution is expert by interfacing the affiliation's key targets and goals with its money related arrangement and operational structures remembering the true objective to fulfill various leveled profitability, feasibility and obligation.

The prescriptive vital administration writing advocates that a positive association exists between strategic planning and budgetary execution (Glaister & Falshaw, 1999). In any case, the degree to which strategic planning contributes change of corporate execution is as yet a matter of discussion in view of the mixed results which are found in observational research. For example, Schwenk and Shrader (1993) recognized some reviews of the exploration on the impacts of vital anticipating budgetary execution.

Right off the bat, Armstrong (1982) reviewed twelve keys arranging and execution investigate. The investigation found that key arranging carefully benefited firms. Besides, in an extensive audit of more than sixty investigations Shrader, Mulford and Blackburn (1989) found no obvious fundamental connection between key arranging and execution. Thirdly, a complete review for little firms Robinson and Pearce (1984) showed that the examination on the estimation of key arranging for small firms isn't uncertain because numerous little firms don't design.

In their meta-investigation Schwenk and Shrader (1993) evaluated twenty-six inquiries about of private ventures. The examination found a positive link between key arranging and execution. The investigation discovered confirmation that bolstered a connection between vital arranging and money related execution. Studies by Mill operator and Cardinal (1994) concluded that the nature of organizational framework influences firm execution. More as of late, Kraus, Damages and Schwarz (2006) noted that the level of arrangement procedures employed have no effect on the Australian ventures while Falshaw et al. (2006) found no connection between formal arranging procedure and friends' execution in UK organizations.

Conversely, Glaister *et al.*, (2008) discovered a strong positive connection between formal arranging procedure and execution in assembling Turkish organizations. In a similar vein, it developed that vital arranging practice emphatically identified with vital arranging adequacy in exclusive Egyptian organizations. The conceivable explanation behind conflicting in the outcomes revealed in past examinations is that most of these investigations broke down just a single measurement of key arranging, specifically, formalization (Kraus *et al.*, 2006; Lyles *et al.*, 1993). The present investigation will adjust a multidimensional approach which created by some strategy researcher to quantify vital arranging in independent company firms.

According to Fiegner (2005), executing procedures successfully is basic for any association, either open or private. Without use, even the most pervasive strategy is inconsequential. The possibility of strategy execution may at first seem, by all accounts, to be immediate: the strategy is characterized and subsequently it is completed. Completing would thusly be viewed as being tied in with apportioning resources and changing progressive structure. In any case, changing frameworks decisively is an altogether all the more astounding and troublesome endeavor. It is assumed that when in doubt a couple of strategies are organized and a couple of techniques basically ascend out of the exercises and decisions of progressive people. Masterminded strategy and recognized, or new strategies create as an indivisible unit and impact each other amid the time spent strategy execution, where procedures are passed on, deciphered, gotten and established (Decent, 2006).

Frameworks are the systems by which destinations are capable. As indicated by Rieple and Haberberg (2008), a tactic is the course of action of activities via which an affiliation, adventitiously or setup makes assets and utilizes them to pass on associations and things in a manner which its clients find profitable, while gathering the money related and unmistakable targets and essentials compelled by key assistants. Chandler (1962) depicts strategy as the assertion of vital entire arrangement goals of an affiliation and the affirmation of courses of activities and the assignment of advantages imperative to do these objectives. Relationship thusly set up systems to fulfill their objectives. The procedures are tied in with utilizing points of interest for offer a propelling power to clients. At any specified time, an affiliation has a blend of decisions of different systems that it can use to accomplish its objectives (David, 2009). Systems can be considered or rising. A consider plan consolidates official imagining wants to be done while rising approach creates without or in spite of, past focuses (David, 2005).

Because of regular turbulence, the perceived strategy is a blend to consider and the rising structures. The decision of a legitimate strategy to be searched for after by an affiliation relies on the outer condition in which the affiliation works, and its inside condition portrayed by its qualities and shortcomings. The strategy should be like in any way obvious with the association's vision, objectives and mission (Scholes & Johnson, 2009).

Before resolving on a specific plan, the company should break down the immense conditions, loads, tradeoffs, expenses and inclinations of every decision strategy. An indisputable achievement of the perceived strategy relies on its execution. As per Pearce and Robinson (1988), a particularly organized and executed strategy gives entire arrangement scrambling toward the firm and causes the firm to conform to alteration and empowers it to center assets and endeavors in the marketplace.

Additional period, the appropriateness of a plan is restrained to pick its flourishing or disappointment which contemplates the affiliations execution. Rieple and Haberberg, (2008) demonstrate that to get a full photo of an affiliations frameworks and how well they are succeeding, requests a resolute sort of examination, which looks instead of words and results as opposed to focuses or conclusions. What is basic clearly is to have the ability to help execution and fulfill execution targets after some time. The estimation of execution after some period together with an evaluation of the issues that affect execution (inside and external natural segments) give evidence of the practicality of frameworks and approaches grasped by associations. The target of any business isn't just to fulfill the execution destinations which have been set however attaining them reasonably (Custodian, 1985).

The estimation of execution is the establishment of business practices in light of the way that it helps evaluation of the achievement of key business goals and sets the expansion and course of possible change exercises. Estimation of execution is relative depending upon the business a business is in. There is no one satisfactory parameter for measuring execution and in this way associations must perceive their own limits by which to gage their execution (Robinson & Pearce, 1988).

Execution examination can be both subjective and quantitative which incorporates an examination of cash related and operating execution in firm (David, 2009). The association execution manufacture is likely the most for the most part used ward variable in definitive research, yet it remains questionable and inaccurately described (Shields & Shields, 1998). For intense execution estimation, a well-adjusted presentation of both budgetary and non-cash related events is obligatory since no single degree can give a sensible execution goal or emphasis thought on essential regions of the professional (Miller, 1988).

2.4 Challenges of Corporate Strategy

Numerous organizations seem to have good strategy executions. Based on the experience possessed by most organizations, it is conceivable to transform techniques and plans into singular activities, important to create an extraordinary business execution. Yet, it is difficult. Many organizations fail to inspire their employees to work effectively towards attainment of corporate goal. Most organizations understand themselves and the systems required for progress.

However numerous partnerships particularly substantial ones' battle to make an interpretation of the hypothesis and designs that will empower the strategy to be effectively executed and managed. Similarly, as with every new strategy, the odds for disappointment are high. If you need your item to develop and succeed, you should figure out how to make techniques and thoughts a reality (Martin, 2010).

Effective strategy execution requires a mix of different perspectives. As indicated by Chetty (2010) the six factors that should be considered all together for an association to effectively actualize its strategy include: acquiring top official duty, creating engagement at all levels, conveying a reasonable substantial strategy, falling accountabilities, choosing the best individuals to drive key activities, and the capacity to screen and tract advance.

Each of the six measurements must be overseen intelligibly to adjust to the organizations' key decisions. Qi (2010) advances seven variables for fruitful strategy execution satisfactory input frameworks, adequate assets, great initiative and course aptitudes, inspiration for all included staff, correspondence and coordination, a proper organization structure, a suitable organization culture. Brenes *et al.*, (2007) points out five key measurements of fruitful execution of business strategy. These are the strategy definition process, precise execution, usage control and development, CEO' s administration and reasonable, inspired administration and workers, and, at last, corporate administration (board and investors) driving the change.

2.5 Performance Indicators in Organizations

To measure organizational performance, the balanced score card developed by Kaplan and Norton (2006) was adopted. The balanced scorecard (BSC) is a strategic planning and management system used by corporations to communicate their daily undertakings, align individual tasks with approach, prioritize tasks, products, and services and degree and show how day-to-day practices are tailored to drive towards the attainment of strategic goals.

The machine connects the dots among big picture method every day including project (our motive), vision (what we aspire for), center values (what we trust in), strategic consciousness areas (subject matters, effects and/or dreams) and the more operational every day consisting of objectives (non-stop improvement sports), measures (or key overall performance signs, or KPIs, which music strategic overall performance), goals (our desired level of performance), and tasks (tasks that help you attain your objectives) (Kaplan & Noreverydayn, 2006). The BSC recommends that we see the endeavor from four perspectives which are daily increment goals, measures (KPIs), targets, and errands (moves) relative everyday each of those elements of view: budgetary: as often as possible renamed stewardship, this edge sees authoritative fiscal execution and utilizing money related resources, buyer/Partner: this edge sees hierarchical execution from the factor of view the supporter or diverse key partners that the organization is composed each day serve.

Inward way: viewpoints authoritative execution by means of the focal points of the best and execution on every day, our item or offerings or diverse key venture methodologies and hierarchical potential: points of view hierarchical execution through the focal points of human capital, foundation, age, way of life and distinctive limits which may be key in day by day jump forward for general execution (Kaplan & Noreverydayn, 2006).

2.6 Empirical Studies and Knowledge Gaps

Universally corporate approach has been utilized by numerous institutions to empower them to basically pick out up favorable function over contenders through diminishing operation costs under that of others in a similar enterprise. Ahmed *et al.*, (1996) presents the aftereffect of a review of US firms analyzing the impact of operations techniques on hierarchical execution. The study utilized survey design. Eleven criteria were utilized to gauge hierarchical execution. The outcomes proposed that organizations which are utilizing different operations procedures have higher execution than those which are not utilizing those systems.

While utilizing more than one strategy enhances hierarchical execution, the advantages wind up noticeably minimal after a few progressive augmentations. This recommends for an association to be aggressive, it just needs to utilize a couple of suitable and compelling systems. Likewise, except for just-in-time strategy, extensive firms will probably utilize different operations procedures than their littler partners.

Many investigations bolster the idea that progressions in vital activities, can prompt more elevated amounts of execution. Research on the private part, contextual analyses of open organizations, and a predetermined number of exact investigations of open offices have discovered execution picks up from changing markets or administrations in Joined Conditions of America (Damanpour & Evan 1984; Damanpour, Szabat & Evan 1989). The adjust of confirmation on the determinants of open administration change demonstrates there is likewise direct help for the contention that additional money related assets prompts higher execution in Helsinki, Finland (Boyne, 2003).

Wangari (2007) in an examination because of focused methodologies on the execution of hair salons in Nairobi, Kenya using an unmistakable study design concludes that factors of separation strategy in the business show presence of a connection amongst strategy and execution. Biyira (2009), Oimbo (2009), Omoro (2008), Riungu (2008) and Ogolla (2006) utilizing contextual investigations and unmistakable study examine outlines presumed that a relationship exists between corporate administration and budgetary execution in the Managing an account industry in Kenya. Maringa (2008) built up that interest in data correspondence innovation (ICT) at Kenya Income Specialist altogether affected income gathering and assessment consistence along these lines inferring that there is a positive connection between the strategy and execution. His examination utilized a contextual investigation look into plan. Yagan (2007) set up that a relationship exists on the connection between authoritative culture and execution in an investigation on chosen State Partnerships in Kenya. Yagan embraced an elucidating review to investigate the outline.

Wahid (2010) in an investigation on advancement execution relationship in Canada presumed that Innovative work power is contrarily identified with firm execution taking the position that development alone isn't an adequate condition for better execution. He received expressive overview explore plan. The relationship he noted must be considered with different factors, for example, the level of internationalization which directs the advancement execution relationship decidedly and fundamentally to empower organizations completely advantage from their developments. In spite of the discoveries in the majority of the examinations, the specialists proposed to additionally inquire about into different organizations and ventures to decide if strategy utilized by an organization impacts authoritative execution emphatically.

The paper reasons that key arranging is crucial for guaranteeing preceded with great corporate execution and just those associations that training some type of vital arranging will survive. It suggests that the procedure of vital arranging ought to be given its merited consideration as far as all the endorsed ventures inside the current writing. Administration should concentrate on the vital issues, on the vital issues confronting the business all in all, including where it is going and what it ought to turn into.

The part has effectively investigated literature writing in help of corporate strategy and performance of associations. It has clarified the hypothetical system considering the hypotheses asset based hypothesis, survival-based hypothesis and possibility hypothesis. At last took a gander at the writing on corporate strategy, difficulties of corporate strategy, performance of associations and experimental investigations on the corporate strategy and performance of associations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the technique used to gather records and statistics with the aim of settling on enterprise picks. The system may contain distribution inspect, interviews, studies and different research strategies, and could contain both present and real statistics. This section does not give preparations and thus not similar to a method. Rather, it demonstrates the strategy to be adopted, set of strategies or ideal practices that could be adopted for outcome generation and evaluation.

The technique is the general studies technique that blueprints the path in which investigate is to be tried and, similarly to other matters, recognizes the techniques to be applied as part of it. Those strategies, depicted inside the philosophy, characterize the strategies or methods of facts accumulation or, on occasion, how a specific outcome is to be ascertained.

The part shows the research methodology that was utilized to survey the impact of corporate strategy on performance of SportPesa Company constrained in Kenya. It discloses the philosophy to be utilized as a part of the examination and the exploration plan, information gathering, information investigation and introduction methods. This gave a methodological system inside which the investigation has been founded on.

3.2 Research Design

The study used a case study research design. The scientist incline toward case study research design configuration as clarified by Sekaran (2000) includes top to bottom, relevant investigation of comparative circumstance in other association where the nature and meaning of the issue happen to be the same as involvement in the present circumstance at the wagering organizations.

Case study research design is undertaken by following a formal research strategy. These logical examinations are presumably going to appear in formal research settings, as journals and master social occasions, rather than surely understood works (Sekaran, 2000).

In doing a contextual analysis regarding the plan to investigate; the "case" being mulled over may be an individual, affiliation, event, or action, existing in a specific time and place. For instance, clinical science has conveyed both most likely comprehended relevant examinations of individuals and besides logical examinations of clinical practices. Contextual investigation configuration may incorporate both subjective and quantitative research systems.

3.3 Data Collection

The researcher utilized interviews as an information gathering device. The point of this approach is to guarantee that each interview was given the very same inquiries in a similar request. The researcher led semi organized interviews with the objective to see the exploration point from the viewpoint of the interviewee, and to see how and why he or she comes to have this specific viewpoint.

The interview timetables were issued to gather data from the heads of divisions, administrators and CEO of the SportPesa Company. The construct was the underlying concept, notion, question or hypothesis that figures out which information is to be assembled and the way it is to be collected.

They likewise declare that quantitative analysts with efficacious intention or influence the transaction among to develop and records with a specific quit aim to approve their examination, generally with the aid of the usage of a take a look at or unique system. On this feel, the inclusion of the scientists within the exploration process could notably decrease the legitimacy of a check.

3.4 Data Analysis

The study applied qualitative data analysis techniques. Qualitative data analysis employed the use of tallying of collected data where it involved content analysis techniques. Qualitative method used thematic content analysis which seeks to transform data into study findings (Patton, 2012).

The collected data was analyzed and transcribed. This was presented into emerging themes and categories with aim of answering study objectives (Creswell, 2013). The researcher indicated the themes as they emerged, and no themes were imposed by the researcher to ensure trustworthiness.

Text analyses of transcribed interviews and field notes were based on participant's interaction sessions that researcher probed and recorded as a way of understanding factors, social cultural practices and the lived experience of victims of abuse (Patton, 2012). Study findings were presented as participants' verbatim quotations to exemplify highlighted themes and sub-themes.

The chapter has exhibited the research methodology that was utilized to survey the impact of corporate strategy on execution. It has disclosed the system to be utilized as part of the examination and the exploration outline, information gathering, information investigation and introduction procedures.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data findings from the field regarding demographic and personal information, the understanding of corporate strategy and its impact on performance. It also explored the key success factors and challenges of corporate strategy its analysis and interpretations there-of. The data was gathered through interview guides and analyzed using content analysis.

The data findings were on corporate strategy and performance of SportPesa Company Limited. The primary data was collected from the SportPesa Company Limited managers projected in the previous chapter who are members of the corporate strategy in the organization whereas the secondary data was sourced from the company website, industry publications and company magazines.

The data analysis was done through quantification of the results obtained for all the respondents by comparing and summarizing the data. Qualitative method was adopted, thematic content data analysis which is hoped to transform data into study findings. Text analyses of transcribed interviews and field notes were based on participant's interaction sessions. The chapter shows how data was successfully collected and analyzed to arrive to conclusions.

4.2 Demographic and Personal Information

This section of the interview guide sought to establish the targeted respondent's gender, level of education, year of joining the company and current job positions. From their academic, professional backgrounds and work experience, the researcher was able to assess their capacity to answer questions on corporate strategy and performance at SportPesa Company Limited.

The targeted interview respondents included the, Human Resource Manager, Chief executive officer, Finance Manager, ICT Manager, Business Development and Marketing Manager, Purchasing & Supplies Manager and Operations Manager. In total, the researcher interviewed 6 out of the targeted 7 respondents thus giving an 87.5% response rate. The respondents included managers from functional, operating and corporate management levels to ensure proper representation of views across the board. Due to ensuing work commitments, the Chief executive officer delegated authority to the HRM to coordinate other managers for the interview.

The respondents were required to indicate their gender and the study results found that 4 (71.4%) were male while 2 (28.6%) were female. About the level of education, majority of the respondents had Bachelor's degree (85.7%) while a few had masters' degree (14.3%). The interviewees were further needed to comment the year they had joined SportPesa Limited. Three (3) of the interviewees joined in 2014 followed by two (2) who had joined in 2015 whereas the remaining one (1) who joined in 2016. This therefore implied that the majority of the respondents had firsthand experience of the corporate strategy and performance at SportPesa Limited having been engaged in the company for over 3 years.

4.3 Adoption and Application of Corporate Strategy

The respondents interviewed demonstrated a good understanding of the company's corporate strategy and how it is contributing to performance. Respondents further reaffirmed on the importance of correlating the company's strategy and its vision in demonstrating a clear impression of its long-term plans. The betting company's vision to be the leading company was quite impressive, and has been propelled through by ensuring all company staffs understood and shared that vision appropriately.

Sharing of the vision was used to cultivate unity of purpose and provide the direction SportPesa Company Limited had committed to take in order to realize its objectives. The respondents further indicated information was shared between top management and middle level managers, top and lower level managers and generally across the organization.

Newly employed staffs were also brought to the attention of the company vision and that by sharing one vision for everybody it was possible to rally those charged with responsibilities to focus on achieving that vision. The company's operational, marketing and financing functions were therefore designed to ensure success of the company's strategy implementation, profitability and growth in the market share to position the company. The respondents also acknowledged that the company's mission statement of providing world class betting experience to its clients and creating value to its stakeholders was in tandem with its strategy and vision.

4.3.1 Understanding Corporate Strategy

As per the organization's principles and the current structure, corporate strategy was characterized as strategy utilized by organizations to make productivity in its operation inside their specialty. The utilization of this strategy was principally to pick up advantage over contenders by diminishing working wasteful aspects in a similar industry. The respondents educated the scientist that this strategy had been planned under the scenery of the objective market, and this has been accomplished through the vital situating of SportPesa.

The slogan “made of winners” is synonymous with the corporate strategy adopted. The company has effectively mastered the techniques of adopting the basics on its value company without compromising on the quality of its bets nor affecting its profits. This slogan therefore communicates to SportPesa subscribers that they will be winners from SportPesa, an aspect that is very important to the core target market and even other emerging markets taking into consideration the tough economic times.

When asked what factors were considered when formulating the current strategy, the respondents strongly indicated that focus on the market segment was very crucial and this required understanding the nature of subscribers within their market niche comprising of the low and middle-class shoppers. The emphasis behind these special groups was the numbers with 80% of the urban population falling within these two categories, which implied great economies of scale owing to high volume turnovers. Technically the unit profit margins were less but the high-volume purchases resulted in higher profits therefore increasing the shareholder wealth.

Optimal subscriber satisfaction was made possible through competitive prices and routine early payment of suppliers ensured amicable relations coextend with suppliers. The respondents also took note of new market potential exploits in view of the growing economy and the need for better quality bets and services at affordable prices which informed its decision to venture into new markets. Competition was found to be one of the drivers of growth for the company. SportPesa according to one respondent sees competition as a fair and healthy game. The company competes as equals with other companies, offering its bets and services affordably to satisfy subscribers and secondly to beat their competition.

4.3.2 Impact of Corporate Strategy on Performance

A company achieves performance when it becomes the industry's efficient service provider rather than just being one of perhaps several competitors with comparatively corporate. In striving for a cost advantage over rivals, managers must take care to include features that subscribers consider essential. A corporate strategy basis for competitive advantage is higher in overall costs than competitors.

Low-cost advantage over rival companies, describes SportPesa strategy for out-managing its rivals in efficiently performing various value company activities to gain a competitive advantage. Respondents further asserted that achieving an edge over rivals was accomplished by performing essential value company activities more effectively than rivals, and revamping the firm's overall value to eliminate or bypass some cost-producing activities altogether. Subscriber satisfaction and retention like for any other businesses was a major area of concern.

The competitive nature of betting company market, with the usual services on offer that are differentiated presented a major challenge in subscriber retention. The subscribers' demands, preferences and choices are always changing and becoming sophisticated and therefore to remain competitive, win and retain subscribers, the company has had to be market oriented, investing heavily on research and advertising.

4.4 Successful Managing of Corporate Strategy at SportPesa

Further analysis of the respondents' feedback indicated certain internal factors that were critical in ensuring successful implementation of the corporate strategy at SportPesa Company Limited. The respondents identified marketing of SportPesa brand to increase its visibility and positioning, attract new subscribers, and build and retain subscriber loyalty in their market realignment and growth programs. In addition, it also impressed on adopting a widespread range of product lines to capture the imagination of their gamblers and satisfy subscriber's tastes and preferences as well as adoption of technology as an enabler of business and improvement of performance.

The company has plans and aims to expand into neighboring countries. In fact, regional growth plans are central to its long-term strategy. However, it understood that in order to expand it needed a robust and reliable system that could be used as a foundation for critically important business planning, ranging from financials to inventory and company management.

However, to follow the rapid growth it required systems in which data could be collated from disparate sources and made available from a single source to facilitate business-critical decision making. The new system provides robust business management capabilities, ranging from financial, warehouse and betting management, as opposed to each of the stand-alone systems that SportPesa was using previously. This flexibility to integrate the system modules empowered SportPesa and helped in maintaining a competitive edge, and enhanced the use of latest technology.

4.4.1 Key Success Factors of Corporate Strategy Implementation

The company was keen to understand their competition and abandoned other ineffective strategies that didn't focus on competitive strategies to realign it and grow their market share. Offering quality affordable service to their subscribers was also found to be another adopted KSF in attracting and retaining subscribers to sustain competition and enhance growth phases through ensuring that their subscribers were satisfied with their services and bets. Others applied KSFs included ensuring that the organizational culture and structure were adaptable to change driven by strategic growth. This was made possible by ensuring flexibility of how things were done in the company to give room for the corporate strategy driven growth.

In addition to these industry key success factors, from the internal organizational perspective, other factors considered critical were the morale of their employees; maintaining a motivated staff was important for the company strategy implementation stages as motivating of employees ensured support for the strategy and enhanced performance. Good staff morale in this case resulted in minimized wastages.

Managing of stakeholder's interests and politics was also considered a key factor for success of the company's strategy implementation plans. Without support of the company's creditors, suppliers, government and other shareholders, subscribers and employees and effectively managing of their interests, it would have been difficult to implement the corporate strategy.

4.4.2 Challenges of the Corporate Strategy

SportPesa corporate strategy was well thought through long before inception and anticipations were relayed on the possible challenges the strategy might potent. Obviously, the strategy would result in low profit margins compared to its larger competitors; however, that would be mitigated by the high volume sales turn-over. The fact that high-end market users perceived cheap goods being of low quality was countered through market sensitization with emphasis that SportPesa maintained a zero-tolerance on counterfeits and low-quality offers.

Suppliers also would create disturbance by alluding that competitors were offering better prices, however with constant negotiation good agreements were arrived on cost benchmarks. High production costs would however present challenges on production costs. This was an industry common problem therefore the management put provision to cater for such costs.

Cost leaders tend to share some important characteristics. Product diversity at SportPesa Company Limited has not only attracted business competitors from the large companies that stock similar bets, but has also seen competition arise from independent firms. Likewise, the other vendors are likely to be flexible by offering discounts, a factor that is not available at SportPesa and other companies that are governed by fixed price units. The company's also keep reinventing themselves to beat competition with new small entrants coming on board and the large players devising mechanisms to increase their market share.

Competition has been stiff in the betting-company business both from existing and upcoming betting sites. The low barrier to entry implies new small and large competitors are always entering the market. However, for their business to grow, SportPesa treats competition as a healthy challenge. SportPesa has succeeded in identifying its predominant market niche and put in substantial resources to grow its market, hence economies of scale which result to competitive advantage from rival firms.

Upon enquiring on the level of resistance to change by the various stakeholders, the respondents affirmed that employee morale was of absolute importance. Resistance to change was noted to be minimal and was achieved through sharing of the strategy, effective communication and effective leadership, thus enabling the company to move together in unison.

The respondents further affirmed that the company ensured effective management of internal conflicts of interest to avoid or minimize resistance to the new strategy. It also gave a strong focus to teamwork and cross-functional/departmental cooperation and support in addition to strong leadership through-out the implementation process.

Finally, the researcher sought to establish if there were any other challenges met by SportPesa that were not anticipated. The respondents were quick to affirm on a few issues that were beyond the company. The recent move by the government to introduce value added tax impacted on its operations. In equal measure the respondents further affirmed that the high costs have contributed to the significant rise of doing business.

4.5 Discussion of Findings

The investigation discoveries demonstrated that SportPesa Organization restricted successfully the corporate strategy to run its operations. Corporate strategy is an expansive way to deal with business whereby a noteworthy part of an organization's strategy is a push to work as an effective focused business in its industry. Corporate strategy additionally includes the firm winning piece of the overall industry by speaking to value delicate endorsers (Doorman 1985, Ingram & Kokemuller, 2009).

By seeking after this, organizations work proficiently, as well as turn into a viable value pioneer, undermining contenders development in the business through its prosperity at value war and undermining the benefit of contenders, at that point the firm can offer lower costs, higher quality, or both (Spulber, 2009). To prevail from an optimistic standpoint cost while as yet accomplishing productivity and an exceptional yield on venture, SportPesa has possessed the capacity to work at an effectively than its opponents by ceaselessly concentrating on the execution drivers.

The accomplishment of the corporate strategy couldn't be ensured through embracing an attention on execution drivers and the esteem organization alone. Different factors such as viable utilization of current innovation, supporter center, offering an extensive variety of wagers, enhancing representative, compelling administration and great relations with providers were observed to be essential key achievement factors in completing the strategy towards an execution. The investigation discoveries bolster Teece (2007) sees that a dynamic ability is an educated and stable example of aggregate action through which the association efficiently creates and adjusts its working schedules in quest for enhanced viability.

As indicated by Barney (2002), the purpose behind applying the strategy on corporate strategy is to acquire the favorable position by lessening financial expenses among its rivals. This strategy features effectiveness by creating qualified and institutionalized wagers or administrations, in the meantime, with economies of scale and experience bend, the firm endeavors to pick up execution among its rivals. SportPesa has painstakingly grasped its learning and experience bends and all things considered, utilized those encounters to upscale its business operations in achieving an execution.

The SportPesa organization's administration rushed to specify that the strategy is long haul and a great deal of lessons, would additionally be drawn from the organization's expectation to absorb information and experience bend. As combined yield expands, chiefs keep figuring out how to enhance the procedure and specialists enhance their execution through redundancy. Moreover, the idea of an affair bend endeavors to catch the two economies of scale and learning impacts, in this viewpoint; economies of scale permit development down a given expectation to learn and adapt in light of current generation innovation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section covers sum up of the findings, conclusion of the investigation as well as the recommendations and limitations of the study. In addition, it suggests areas for further research and the study implications on theory, policy and practice. The study was based at SportPesa Company Limited in Kenya. It sought to explore the extent of corporate strategy and performance of SportPesa Company Limited. The study also involved a look at key challenges encountered by the company in its application of corporate strategy.

The primary data was collected from the SportPesa Company Limited managers projected who are members of the corporate strategy in the organization whereas the secondary data was sourced from the company website, industry publications and company magazines. Data analysis was done through quantification of the results obtained for all the respondents by comparing and summarizing the data to arrive to conclusions.

The respondents interviewed demonstrated a good understanding of the company's corporate strategy and how it is contributing to performance. Respondents further reaffirmed on the importance of correlating the company's strategy and its vision in demonstrating a clear impression of its long-term plans. The betting company's vision to be the leading company was quite impressive, and has been propelled through by ensuring all company staffs understood and shared that vision appropriately.

5.2 Summary

The company was keen to understand their competition and abandoned other ineffective strategies that didn't focus on competitive strategies to realign it and grow their market share. Offering quality affordable service to their subscribers was also found to be another adopted KSF in attracting and retaining subscribers to sustain competition and enhance growth phases through ensuring that their subscribers were satisfied with their services and bets.

Others applied KSFs included ensuring that the organizational culture and structure were adaptable to change driven by strategic growth. This was made possible by ensuring flexibility of how things were done in the company to give room for the corporate strategy driven growth. In addition to these industry key success factors, from the internal organizational perspective, other factors considered critical were the morale of their employees; maintaining a motivated staff was important for the company strategy implementation stages as motivating of employees ensured support for the strategy and enhanced performance. Good staff morale in this case resulted in minimized wastages.

The study revealed that adequate research of market dynamics and identification of its business niche had inherent challenges. To surmount those challenges, the firm required to have the capacity and competences in the strategy implementation. In lieu of such competencies, success for the introduced corporate strategy would hang in a balance or the company would need to build such capacity and competencies in the process of implementing the desired strategy. To stem competition, attract and retain formidable loyal subscriber base, SportPesa invested heavily in branding, advertising and modernized their sites as well as broadened and deepened product lines, offering elegance and comfort into the one-stop shopping concept.

5.3 Conclusion

Overall, the SportPesa Company Limited company strategy implementation process has been a success as evidenced by the consisted growth and consistent profits. Its prospects of becoming a leading betting company as per the company vision are on course but not yet fully realized. The tremendous growth has seen the company become a force to reckon in this industry.

Managing a new strategy is a complex process which requires effective leadership, careful crafting and effective implementation of the strategy. In crafting the corporate strategy, it was critical that the company identify the drivers and factors that aided performance in order to create a performance to position it as a market leader. The firm's strategic managers should be able to identify these performance drivers, embed them in their corporate strategy as well as continuously focus their attention on them as they can aid or hinder performance.

Ultimately, managers should have the capacity to anticipate challenges in implementation of the corporate strategy. Furthermore, they should be ready to provide answers to these challenges promptly if the corporate strategy strategic plans were to succeed in achieving a performance. Excelling in one or just a few of the adopted performance drivers is not enough to guarantee success of the strategy implementation. Therefore, excelling in all the identified performance drivers and other KSFs should be the strategic manager's preoccupation throughout the implementation period.

5.4 Recommendations

The following recommendations are made: That in managing corporate strategy it would be critical that the strategy managers consider identification and application of those limited performance areas which help them achieve competitive advantage and achieve their goals. They should not only identify and apply those performance drivers, but should continuously monitor the values of company processes and built more on economies of scale.

To identify performance drivers, environmental scanning is critical as those performance drivers exist in the firm's industry and within the organization itself. Hence there is need to scan the environment as such performance drivers could be a source of opportunities as well as challenges to the organization and its strategy implementation.

A clear vision for the organization should be formulated and widely shared in the organization pursuing corporate strategy. Ultimately resources, leadership and focus on goals, and managing of stakeholders' interests and organizational structure are of mutual benefit to all parties and are very critical for success in strategy implementation.

5.5 Limitations of the Study

Access to managers for interviews was a herculean task owing to their tight schedules. In addition, it was difficult to gain access to intended respondents for interview scheduling or making appointment follow-ups. Personal visits and telephone follow-ups were used as strategy to access the managers.

Time factor presented a major constraint as the researcher had to juggle between busy work schedules and frequent visits to SportPesa head office in Nairobi's busy streets. In addition, delay by the respondents in responding or granting interview opportunities consumed a lot of valuable time of the limited research period. This required putting in more hours at work to compensate for time used away from work.

The research process also had a heavy financial implication considering the constrained financial resources during the numerous travel times and engaging research assistants on certain occasions. In addition, this being a case study, it limits generalization of the findings. Thus, the study finding cannot be replicated as a workable solution /panacea to other firms in similar operational circumstances.

5.6 Area for Further Research

This research was based on the application of corporate plan and performance in a successful organization. Further investigation on the application of corporate plan and differentiation strategies in betting company business can be done for comparisons. This is because SportPesa has pursued parallel strategies.

SportPesa has also been keen especially targeting the high-end markets which is a long-term plan to secure the various market segments. While SportPesa is one among many firms in Kenya that have successfully implemented corporate strategy, studies can be done in other companies successful in implementing corporate strategy to establish their adopted success factors.

A multiplicity of findings on corporate strategy on the companies which have implemented the strategy successfully would create a good research repository from which managers and other researchers can be able to benefit from. The researcher also recommends further study on challenges of applying corporate strategy.

5.7 Implications of the Study on Theory, Policy and Practice

The study further enhances Porter's theory on corporate strategy. According to Porter (1980) corporate strategy must be one in which you are able to achieve the efficient service of operation per unit of production, compared to others in the same industry. An overall corporate strategy concentrates attention on a company's value resulting in low-cost bets and services. To further add on Porter's generic theories, the research findings indicate key success factors (KSFs) are very critical in ensuring the success of corporate strategy. The research undertaking agrees with the theory of dynamic capabilities on performance (Teece, 2007). The study findings indicate that SportPesa has gone through the learning and experience curves which is an important ingredient in attaining a performance.

The study is important to the policy makers at SportPesa Company Limited and the Kenyan betting company industry as whole in making decisions driven by the industry demands. This further brings insight on the real internal and external factors affecting the betting company business in Kenya. The findings are important as they inform industry players on how best to react to turbulent and sometimes disruptive challenges in the environment and how they can gain competitive advantage by quickly adapting to them. The results of this investigation are available to investigators and academics and add value to the existing resource pool.

The study provides insights into application of corporate strategy in the betting company business. In many instances, strategy managers do not fully embrace the concept of KSFs in crafting their corporate strategies and programs, resulting in challenges of successfully implementing their programs. The study findings underscore that adoption of KSFs is an important ingredient for any viable corporate strategy strategic plan and ensuring a performance.

REFERENCES

- Ahmed, N. U., Montagno, R. V., & Firenze, R. J. (1996). Operations strategy and organizational performance: an empirical study. *International Journal of Operations and Production Management*, 16(5), 41-53.
- Anwar, J., Shah, S., & Hasnu, S. (2016). Business strategy and organizational performance: Measures and relationships. *Pakistan Economic and Social Review*, 54(1), 97.
- Awino, Z.B. (2001). *Effectiveness and Problems of Strategy Implementation of Financing Higher Education in Kenya by The Higher Education Loans Board*, Unpublished MBA Project, University of Nairobi.
- Babafemi, I. D. (2015). Corporate strategy, planning and performance evaluation: A survey of literature. *Journal of Management*, 3(1), 43-49.
- Covin J.G. (2001). Entrepreneurial Versus Conservative Firms: A Comparison of Strategies and Performance, *Journal of Management Studies* 28 (5), pp. 439–462.
- Covin J.G., & Slevin D.P. (2006). The Development and Testing of Organizational Level Entrepreneurial Scale, In R. Peterson and K. Vesper, ed. *Frontiers of Entrepreneurship Research*, Wellesley, Massachusetts, Babson College, Center for Entrepreneurship Studies, 623–629.
- Fowdar et al. (2011). *Examining the relationship between market orientation, service quality and business performance. The case of stock brokers in Mauritius*. Unpublished report.
- Ireland, R. Hokisson, & Hitt, M., (2011). *The management of strategy. International edition (9th Edition)*. South-Western: Cengage Learning

- Johnson, G, Scholes, K, Whittington, R, Exploring strategy. Harlow: Financial Times Prentice Hall, 2011
- Kaplan, R. S. & Norton, D. P. (2008). The Execution Premium: Linking Strategy to Operations for Competitive Advantage. Boston, MA: Harvard Corporate School.
- Laitinen, E. K. (2012). A dynamic performance measurement system: evidence from small Finnish technology companies, *Scandinavian Journal of Management*, 18, 65- 99.
- Mugambi, M. (2003). *The strategic management practices of shipping companies in Kenya*. Unpublished MBA Project report, University of Nairobi.
- Muoria, E. T. (2011). An analysis of the effect of corporate governance on performance of State Corporations in Kenya. *International Journal of Business and Public Management*. Vol. 1 No.1; April 2011.
- Mwakanongo, G. (2007). *A survey of corporate governance practices in shipping companies in Kenya*. Unpublished MBA Project report, University of Nairobi.
- Mwaura, N. N. (2010). *The relationship between budgetary participation and financial performance of companies quoted at the NSE*. Unpublished MBA Project report, University of Nairobi.
- Ngugi, B. K. (2007). *Relationship between corporate governance structures and performance of insurance companies in Kenya*. Unpublished MBA Project report, University of Nairobi.
- Odhiambo, A. O. (2006). *Executive compensation and corporate performance in Kenya. A survey of listed companies at the NSE*. Unpublished MBA Project report, University of Nairobi.

- Ogollah, V. A. (2006). *Relationship between benchmarking and performance. A case study of Barclays Bank of Kenya*. Unpublished MBA Project report, University of Nairobi.
- Oimbo, S. A. (2009). *Competitive positioning and performance of commercial banks in Kenya*. Unpublished MBA Project report, University of Nairobi.
- Olson, P.D., & Bokor, D.W. (2005). Strategy Process Content Interaction: Effects on Growth Performance in Small Start-up Firms, *Journal of Small Business Management*, 33 (1), 34–44.
- Omoró, M. A. (2008). *Strategic human resource management practices and firm performance: A survey of the Banking sector in Nairobi*. Unpublished MBA Project report, University of Nairobi.
- Pearce, J.A., & Robinson R.B.J. (2005). *Strategic Management: Strategy Formulation and Implementation*, Homewood, Illinois, Richard D. Irwin, Inc.
- Porter, M. E. (2008). *Competitive Strategy: Techniques for analyzing industries and competitors*. New York: The Free Press.
- Richard, R.M. (2015). *Contemporary Strategy Analysis*. (4th Edition) Blackwell Puy Oxford, 2002.
- Riungu, C. (2008). *Strategic management practices and performance at the Cooperative Bank of Kenya*. Unpublished MBA Project report, University of Nairobi.
- Sekaran, F. (2000). Outsourcing decisions in manufacturing supply chains considering production failure and operating costs. *International Journal of Supply Chain Management*, 4(2), 141-158.
- Smith, N.R. (1967). *The Entrepreneur and His Firm: The Relationship Between the Type of Man and Type of Company*, East Lansing, Michigan, Michigan State University Press.

- Spulber, D.F. (2009). Economics and Management of Competitive Strategy. World Scientific Press. *Strategic Management Journal*, 14, 103-123.
- Wahid, F. (2010). *Innovation-performance relationship: the moderating role of the degree of internationalization of a firm*. Unpublished Master of Applied Science in Management Sciences thesis, University of Waterloo, Canada.
- Wangari, B. (2007). *Influence of competitive strategies on the performance of hair salons in Nairobi*. Unpublished MBA Project report, University of Nairobi.
- Wanjau, J. N. (2007). *A survey of relationship between corporate governance and performance in micro-finance institutions in Kenya*. Unpublished MBA Project report, University of Nairobi
- Yagan, A. J. (2007). *Relationship between organizational culture and performance in selected Kenyan State Corporations*. Unpublished MBA Project report, University of Nairobi.

APPENDICES

APPENDIX I: Letter of Introduction



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE... 23/10/2017

TO WHOM IT MAY CONCERN

The bearer of this letter ... EDWIN MOSE OBWOGE

Registration No. ... 261/81751/2015

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: Interview Guide

The aim of this interview guide is to help solicit information on the role of corporate on performance of SportPesa Company Limited. The study is strictly for academic purposes therefore you are requested to answer the questions with utmost honesty.

Demographic and Background Information

What is your gender?

What is your highest level of education?

When did you join the SportPesa Company Limited?

What is your current job position in the company?

Corporate strategy and performance

- i. Do you think SportPesa has obtained above-normal performance?

- ii. If YES, why

iii. How does the corporate strategy being pursued affect performance of SportPesa Company Limited?

iv. What kind of strategy is used by the company to create operation effectiveness within their niche?

v. Does the use of this strategy primarily lead gaining advantage over competitors by reducing operating effectively above that of others in the same industry?



Challenges of Corporate strategy

vi. What are the challenges in formulating the current strategy by the company?

vii. What do you think will the performance of SportPesa Company Limited in the next two years?
