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STRATEGIC MANAGEMENT

STRATEGIC PUBLIC–PRIVATE PARTNERSHIPS AND ACHIEVEMENT OF SELECTED STATE-OWNED CORPORATIONS IN KENYA

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ABSTRACT

Purpose: This research sought to delve into the influence of strategic public-private partnerships on the success of selected state-owned enterprises in Kenya. The study's specific objectives included examining the effects of supply chain, integration, financial, and marketing partnerships on the achievement of these corporations.

Methodology: The study used a descriptive design, focusing on three Kenyan State Corporations and targeting 1,228 managers, with data collected via structured questionnaires. Analysis through SPSS v26.0 involved descriptive and inferential analytics to examine variable relationships.

Results: The findings reveal that all the strategic partnerships significantly impact the achievement of State-Owned Corporations (SOCs) in Kenya. Specifically, strategic supply chain partnerships ($\beta = 0.227$, $p < 0.001$), strategic integration partnerships ($\beta = 0.229$, $p < 0.001$), strategic financial partnerships ($\beta = 0.384$, $p < 0.001$), and strategic marketing partnerships ($\beta = 0.32$, $p < 0.001$) each have a positive and statistically significant effect on SOC performance.

Conclusion: Strategic partnerships are vital for SOC success, significantly enhancing performance, competitiveness, and growth across supply chain, integration, financial, and marketing domains.

Recommendation: SOCs should strengthen strategic partnerships by focusing on joint planning, transparent financial practices, regular evaluations, and staff training to maximize performance and competitive advantage.

Keywords: *Public-Private Partnerships, State-Owned Corporations, Strategic Partnerships, Operational Efficiency, Kenya*

INTRODUCTION

State-owned corporations, also called government-owned or public-sector enterprises, face various challenges, including inefficiencies, bureaucracy, and financial constraints (Dzhengiz, 2018; Hagedoorn et al., 2018). However, through strategic public-private partnerships (PPPs), they are actively working to improve their performance. PPPs have emerged as a prominent approach globally, combining resources and capabilities from both sectors to increase competitiveness and efficiency. Such collaborations have demonstrated their potential in sectors such as healthcare, infrastructure, and telecommunications, leading to improved service delivery and innovation (Deep, Kim & Lee, 2019; Debela, 2022).

Notably, PPPs have improved operational efficiency and facilitated infrastructure development by bringing in private investment and expertise. Through streamlined processes and efficient resource allocation, these partnerships have led to the successful implementation of large-scale projects like transportation modernization and public utility expansion. Sectors like healthcare and education have benefited from private sector technology, enhancing service delivery (Joudyian et al., 2021; Verger, Moschetti & Fontdevila, 2021). Financially, PPPs attract private investment, easing the public sector's financial burden and ensuring that projects with financial challenges remain viable (Nguyen, Likhitruangsilp & Onishi, 2020).

Examples of successful PPPs include Singapore Airlines' collaboration with Tata Sons to create Vistara in India, which allowed Singapore Airlines to penetrate the Indian market effectively (Mohapatra et al., 2021). In China, China Mobile's partnership with Apple facilitated the launch of iPhones, leveraging Apple's innovation to expand China Mobile's market share (Apple, 2013). Russia's state-owned railway company, RZD, has utilized PPPs to upgrade rail infrastructure, attracting private investment to enhance service quality (World Bank, 2021). Canada also has an effective PPP model, with the Canadian Council for Public-Private Partnerships supporting 291 projects valued at $134.5 billion (Cytonn, 2022).

In Africa, PPPs have shown promise in addressing governance issues, competitiveness challenges, and financial constraints of state-owned corporations. Infrastructure projects supported by private investments have improved service delivery in energy and transportation sectors. The African Development Bank Group launched a framework to

foster PPPs, addressing the continent's infrastructure deficit, with countries like Uganda, Rwanda, and Kenya leading in implementing such projects (African Development Bank Group, 2018; Wamugu, 2022; Cytonn, 2022). In Lebanon, PPPs are also gaining traction as a way for local entrepreneurs to foster sustainable business and economic development (Sweidan, 2015).

In Kenya, PPPs have significantly impacted sectors like energy, telecommunications, and transportation. For example, Kenya Airways' partnership with KLM has expanded its global reach, and Kenya Power has partnered with Huawei to improve its grid efficiency (Kenya Airways, 2021; KPLC, 2020). The Kenya Ports Authority, in partnership with Dubai Ports World, improved the Port of Mombasa's capacity, while Kenya Railways collaborated with China Road and Bridge Corporation on the Standard Gauge Railway project, enhancing regional connectivity and transportation efficiency (KPA, 2021; KRC, 2021).

Recent developments in Kenya further emphasize the importance of PPPs in improving connectivity and infrastructure. Kenya Power's MoU with Safaricom aims to expand broadband access through Kenya Power's existing network, enabling more Kenyan homes to access the internet (Safaricom, 2023). The strategic importance of PPPs for state-owned corporations lies in enhancing competitiveness and achieving organizational goals, especially by leveraging the private sector's strengths (Cobeña et al., 2017). These collaborations are pivotal for sustainable development, benefiting both the public and private sectors in Kenya and beyond.

Statement of the Problem

Many state corporations in Kenya still report negative profits – poor achievement. PricewaterhouseCoopers established that 60-70% of strategic alliances tend to fail impacting negatively to their overall achievement and sustainability (Matokho&Anyieni, 2018). The weakening aggregate achievement of commercial state-owned corporations, even before COVID-19, is visible in declining profitability ratios, such as the return on equity, return on assets and net profit margin (Patrick, 2020). Kenya's commercial state-owned corporations net profits fell by half in FY2018/19, indicating pre-existing financial achievement challenges. About 30% of commercial state-owned corporations made losses in the last three consecutive years a trend that is largely driven by some of the largest state-owned corporations (Fiebelkorn et al., 2021).

For example, while Kenya Power and Lighting Company became unprofitable only in fiscal year 2019/20 (recording a loss of KES 2,983 million), this was the end result of a steady decline in net profits in previous years, from KES 3,269 million in fiscal year 2017-18 to KES 262 million in fiscal year 2018-19 (a 92% decrease). Another example is Kenya Railways Corporation, which lost KES 5,544 million and KES 8,477 million respectively in fiscal years 2017-18 and 2018-19 owing to increased expenditures (Nyansimora& Deya, 2022). Chemelil Sugar Company, Nzoia Sugar Company, and South Nyanza Sugar Company Limited were among the worst-performing organisations over the previous two fiscal years, according to 2023 data. The National Oil Corporation ranked second among the poorest-performing parastatals, owing mostly to negative profitability. Sugar firms blamed their poor financial performance on inadequate sugar supply for milling and underutilization of manufacturing capacity (Republic of Kenya, 2023).

While there have been numerous studies on strategic partnerships (such as Kulecho&Anyieni, 2018; Umar, 2020), attention paid to the Kenyan perspective, particularly in the case of state-owned corporations has not been extensive to address the problems cited above. Nwokocha and Madu (2020) who studied strategic alliance in Nigeria discovered a strong relationship between strategic alliances and profitability. The focus generalizes the problems in Nigeria with minimal representation to the case of Kenya state-owned corporations. Due to the issues related to poor performing state-owned corporations, Akewushola et al. (2018) recommended that the state-owned corporations in Kenya should partner with the major wholesale distributors in the markets and have licensees of the products in many markets. Mungai (2021), along the same vein, acknowledges the contribution but the study was focused on project achievement rather than general performance of state-owned corporations in Kenya. Therefore, based on the above evidence, it can be noted that there is minimum updated evidence on how strategic partnerships have influenced the achievement of Kenyan of state-owned corporations.

Purpose of the Study

The study aimed to investigate the effect of strategic public–private partnerships on achievement of selected state-owned corporations in Kenya.

Specific Objectives

i. To determine the influence of strategic supply chain partnerships on performance of selected state-owned corporations in Kenya

ii. To investigate the influence of strategic integration partnerships on performance of selected state-owned corporations in Kenya

iii. To assess the influence of strategic financial partnerships on performance of selected state -owned corporations in Kenya

iv. To determine the influence of strategic marketing partnerships on performance of selected state -owned corporations in Kenya

Research Questions

i. What is the effect of strategic supply chain partnerships on achievement of selected state -owned corporations in Kenya?

ii. What is the influence of strategic integration partnerships on achievement of selected state -owned corporations in Kenya?

iii. What is the effect of strategic financial partnerships on achievement of selected state -owned corporations in Kenya?

iv. What is the influence of strategic marketing partnerships on achievement of selected state -owned corporations in Kenya?

LITERATURE REVIEW

Theoretical Framework

Resource Dependence Theory, introduced by Pfeffer and Salancik (1978), emphasizes that organizations depend on external resources for survival, shaping organizational behaviors and strategic choices. As firms compete for these vital resources, including capital and information, they become increasingly reliant on their broader environment and on collaborations with other entities. This reliance on external resources underscores the importance of trust and collaboration to effectively manage power dependencies and mitigate risks, fostering a sustainable competitive edge. In the context of state-owned corporations, Resource Dependence Theory highlights the value of strategic alliances in reducing vulnerability to market fluctuations, especially in resource-scarce or unpredictable environments.

Transaction Cost Theory, attributed to Williamson (2002), examines the costs involved in economic exchanges, particularly the governance and coordination costs required to manage transactions. According to this theory, firms can minimize inefficiencies by implementing governance structures that help control these inherent transaction costs, thus enhancing operational efficiency. In competitive markets, Transaction Cost Theory suggests that reducing resource expenses through efficient governance can be crucial for maintaining profitability. This theory is especially relevant for state-owned corporations,

as they can benefit from financial partnerships that help reduce transaction costs and support better risk management, decision-making, and overall performance through shared accountability with private sector partners (Niehans, 1989; Williamson, 2002).

The Resource-Based View (RBV), developed by Barney (1991), posits that unique, valuable, and hard-to-replicate resources form the basis of a firm's competitive advantage. According to RBV, resources can be either tangible, such as patents, or intangible, like organizational capabilities, and these resources are essential for sustaining a competitive position. The theory highlights the importance of leveraging both internal resources and external partnerships to access additional valuable resources. For state-owned corporations, RBV provides a framework to assess how strategic alliances, such as those in supply chains, can strengthen their competitiveness by pooling resources and enhancing market power (Barney, 1991).

Social Marketing Theory, developed by Kotler and Zaltman (1971), shifts the focus of marketing from promoting products to advocating for societal ideas, behaviors, and attitudes. This theory incorporates the marketing mix of product, price, place, and promotion but directs it toward creating social value rather than maximizing profit. Social marketing prioritizes societal benefits and is applicable to state-owned corporations in Kenya, where it can inform partnerships aimed at achieving both corporate and societal goals. By employing social marketing principles, these organizations can enhance public acceptance of their initiatives, aligning corporate objectives with community welfare and promoting positive social change (Kotler & Zaltman, 1971).

Conceptual Framework

Figure 1 highlights four types of strategic partnerships that contribute to the success of state-owned corporations: supply chain, integration, financial, and marketing partnerships. Each partnership type plays a role in driving key achievements for these corporations. Strategic supply chain partnerships focus on stakeholder involvement, trust-building, and sharing risks and resources, which are essential for maintaining strong, reliable operations. Integration partnerships, including vertical and horizontal integration, streamline operations and enable coordination across different stages of production and distribution. Financial partnerships emphasize shared financial planning and resource pooling, which can enhance investment levels and facilitate efficient capital allocation. Lastly, marketing partnerships target collaborative efforts in product development, market expansion,

pricing, and promotion, helping corporations reach broader audiences and achieve higher customer value. Together, these partnerships enhance partnership effectiveness, net acquisition value, closing ratios, and customer value, thereby contributing to the overall performance and competitive standing of state-owned corporations.

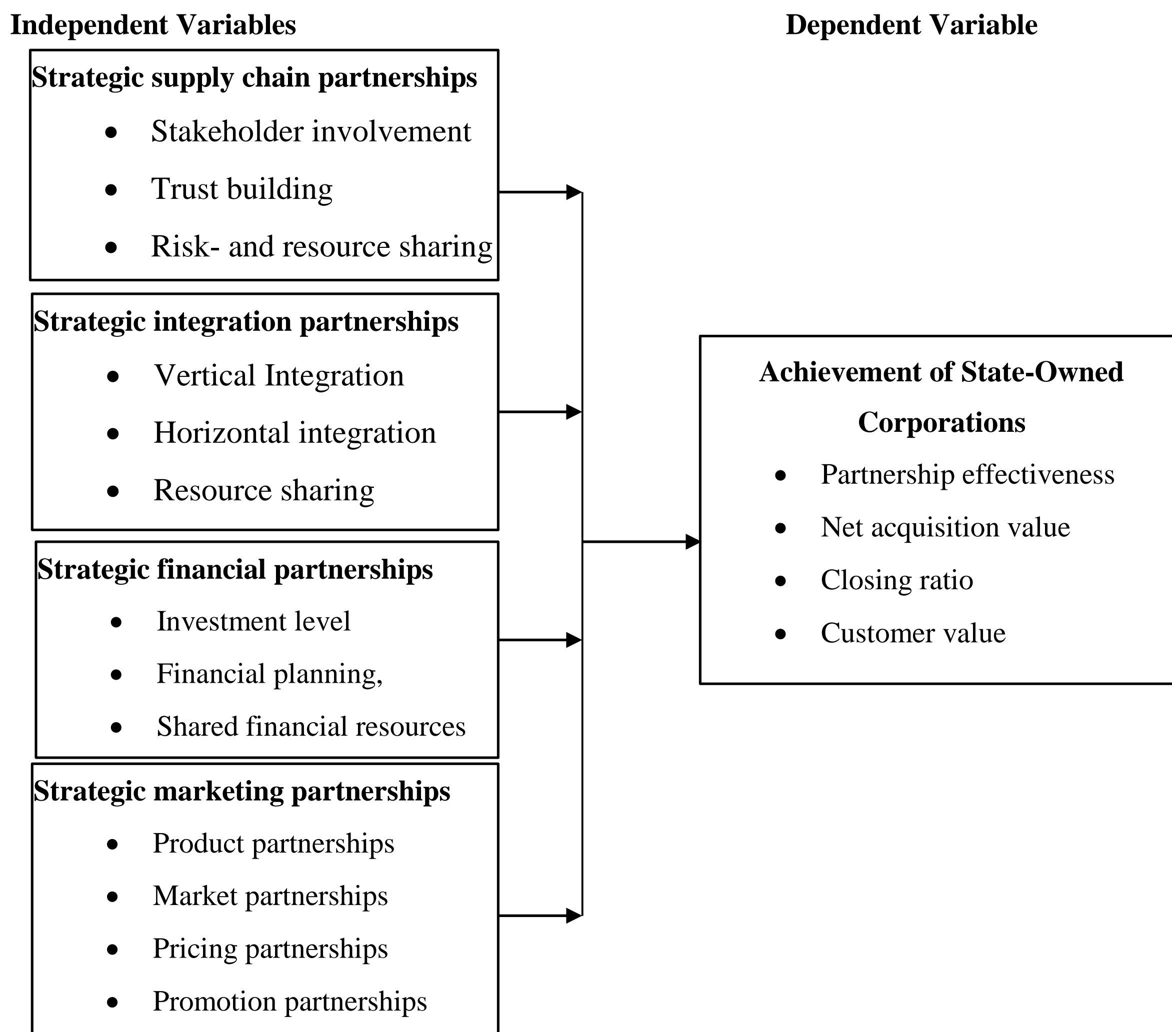

Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

The study used a descriptive research design to assess the impact of strategic public-private partnerships on the performance of selected state-owned corporations (SOEs) in Kenya. The target population comprised 248 SOEs, from which three were purposively chosen based on their significant role in the Kenyan economy and involvement in strategic partnerships. A total of 1,228 managerial staff within these corporations were identified, and participants were randomly selected to ensure diverse representation. Data were gathered through structured questionnaires, distributed and collected via a drop-and-pick method to maximize response rates. Ethical approval was obtained from NACOSTI and

Kenyatta University. Data were analyzed with SPSS version 26.0, using both descriptive and inferential statistics.

RESEARCH FINDINGS, DATA ANALYSIS AND PRESENTATION

Descriptive Analysis

Descriptive analysis helped establish a baseline understanding of the study variables and sets the stage for further inferential analysis and interpretation of findings.

Descriptive Analysis Results for Strategic Supply Chain Partnerships

This section examines the key elements of strategic supply chain partnerships and their impact on organizational performance. Table 1 details the descriptive findings for strategic supply chain partnerships.

Table 1: Descriptive Analysis Results for Strategic Supply Chain Partnerships

Statements	1	2	3	4	5	M	S D
Our organization collaborates with external partners to improve supply chain efficiency.	0.0%	3.1%	23.8%	64.0%	9.1%	3.79	0.64
We have established long-term relationships with key suppliers to ensure a stable supply chain.	5.6%	2.1%	15.7%	64.0%	12.6%	3.76	0.90
Our organization shares information and collaborates with suppliers to reduce lead times and costs.	0.0%	0.0%	33.9%	55.9%	10.1%	3.76	0.62
We actively seek feedback from supply chain partners to identify areas for improvement.	3.5%	4.2%	19.2%	59.8%	13.3%	3.75	0.87
Our organization values collaboration with suppliers as a strategic advantage.	1.7%	1.0%	30.1%	54.9%	12.2%	3.75	0.75
We actively engage in joint planning and forecasting with supply chain partners.	9.1%	1.7%	28.7%	42.0%	18.5%	3.59	1.09
Our organization integrates supply chain partners into our decision-making processes.	0.0%	0.0%	14.7%	54.2%	31.1%	4.16	0.66
We assess the performance of our supply chain partnerships regularly and use the feedback for improvement.	3.5%	0.0%	12.9%	50.0%	33.6%	4.10	0.88
Overall Mean/Std Dev						**3.83**	**0.80**

Note: 1 represent strongly disagree, 2 represents agree, 3 represents neutral, 4 represents agree, 5 represents strongly agree, M represents mean and S D represents standard deviation.

The analysis shows strong collaboration in strategic supply chain partnerships, with 64% agreeing on effectiveness and an overall mean score of 3.83. Long-term relationships (mean 3.76) and partner inclusion in decision-making (mean 4.16) are notable. Overall, organizations demonstrate solid strategic engagement and collaboration.

Descriptive Analysis Results for Strategic Integration Partnerships

Strategic integration partnerships enhance synergy and efficiency by aligning goals and optimizing joint efforts. Table 2 shows the descriptive results for the same.

Table 2: Descriptive Analysis Results for Strategic Integration Partnerships

Statements	1	2	3	4	5	M	S D
Our organization actively integrates with external partners to enhance overall operational efficiency.	0.0%	0.0%	23.8%	48.6%	27.6%	4.04	0.72
We have established robust collaborative relationships with key external stakeholders to facilitate integration efforts.	0.0%	0.0%	15.4%	65.4%	19.2%	4.04	0.59
Our organization actively shares information and resources with integration partners to streamline processes and reduce redundancies.	9.4%	0.0%	22.4%	52.8%	15.4%	3.65	1.05
We regularly seek feedback from integration partners to identify opportunities for improvement.	6.6%	0.0%	29.0%	38.5%	25.9%	3.77	1.05
Our organization views collaboration with external partners as a strategic advantage.	15.1%	11.5%	25.5%	18.5%	29.4%	3.36	1.40
We actively engage in joint decision-making and planning with integration partners.	3.8%	1.7%	32.9%	40.2%	21.3%	3.73	0.94
Our organization integrates integration partners into our strategic decision-making processes.	5.6%	0.0%	14.7%	54.2%	25.5%	3.94	0.95
We assess the performance of our integration partnerships regularly and use the feedback for continuous improvement.	11.9%	0.0%	12.9%	43.7%	31.5%	3.83	1.22
Overall Mean/Std Dev						**3.80**	**0.99**

The analysis highlights strong collaboration in integration partnerships, with high scores for active integration and stakeholder relationships (mean 4.04). Information sharing and resource allocation were slightly lower (mean 3.65), while joint decision-making and feedback had moderate emphasis. An overall mean of 3.80 reflects a solid commitment, with some variability in perceived strategic benefits.

Descriptive Analysis Results for Strategic Financial Partnerships

Strategic financial partnerships are vital for financial stability, risk-sharing, and supporting organizational growth and resilience. Table 3 shows the descriptive findings.

Table 3: Descriptive Analysis Results for Strategic Financial Partnerships

Statements	1	2	3	4	5	M	S D
Our organization actively engages in financial partnerships with external entities to secure necessary funding and resources.	0.0%	3.8%	28.0%	40.2%	28.0%	3.88	0.95
We have established strong and lasting financial relationships with key partners to support our organization's financial stability.	0.0%	7.7%	19.9%	56.3%	16.1%	3.73	0.99
Our organization actively shares financial information and collaborates with partners to optimize financial resources and achieve fiscal goals.	0.0%	1.7%	36.0%	30.8%	31.5%	3.90	0.91
We regularly seek feedback from financial partners to identify opportunities for enhancing financial strategies.	0.0%	4.2%	30.8%	47.2%	17.8%	3.74	0.90
Our organization views collaboration with financial partners as a strategic advantage in achieving financial sustainability.	0.0%	0.0%	33.2%	50.3%	16.4%	3.83	0.69
We actively engage in joint financial decision-making and planning with our financial partners.	0.0%	0.0%	31.1%	45.5%	23.4%	3.92	0.74
Strategic financial partnerships have helped in the sharing of financial risks of the firms	0.0%	4.2%	12.9%	30.4%	52.4%	4.27	0.98
Our organization integrates financial partners into our strategic financial decision-making processes.	0.0%	4.2%	8.4%	52.4%	35.0%	4.14	0.89
Overall Mean/Std Dev						**3.93**	**0.88**

The analysis shows strong collaboration in strategic financial partnerships, emphasizing funding, resource optimization, and stability, with high support for risk-sharing (mean

4.27). Securing lasting relationships (mean 3.73) and joint planning (mean 3.92) are common practices. With an overall mean of 3.93, organizations clearly prioritize financial partnerships for risk-sharing and stability.

Descriptive Analysis Results for Strategic Marketing Partnerships

Strategic marketing partnerships enhance market reach, brand visibility, and competitive positioning by aligning objectives and strengthening customer engagement. Table 4 further details the descriptive findings for strategic market partnerships.

Table 4: Descriptive Analysis Results for Strategic Marketing Partnerships

Statements	1	2	3	4	5	M	S D
Our organization actively collaborates with external partners to enhance marketing efforts and reach a wider audience.	0.0%	4.2%	3.1%	57.7%	35.0%	4.19	0.85
We have established strong and enduring marketing relationships with key partners to support our marketing campaigns.	0.0%	0.0%	3.1%	39.5%	57.3%	4.54	0.56
Our organization actively shares marketing strategies and collaborates with partners to optimize promotional activities.	0.0%	2.1%	3.1%	74.5%	20.3%	4.11	0.64
We regularly seek feedback from marketing partners to identify opportunities for improving our marketing campaigns.	0.0%	0.0%	0.0%	41.3%	58.7%	4.59	0.49
Our organization views collaboration with marketing partners as a strategic advantage in achieving marketing goals.	0.0%	0.0%	24.5%	61.9%	13.6%	3.89	0.61
We actively engage in joint marketing decision-making and planning with our marketing partners.	0.0%	0.0%	33.9%	48.3%	17.8%	3.84	0.70
Our organization integrates marketing partners into our strategic marketing decision-making processes.	0.0%	0.0%	36.7%	30.1%	33.2%	3.97	0.84
We assess the performance of our marketing partnerships regularly and use feedback to enhance our marketing strategies.	0.0%	0.0%	24.5%	61.9%	13.6%	3.89	0.61
Overall Mean/Std Dev						**4.13**	**0.66**

Note: 1 represent strongly disagree, 2 represents agree, 3 represents neutral, 4 represents agree, 5 represents strongly agree, M represents mean and S D represents standard deviation.

The analysis of strategic marketing partnerships shows a strong focus on collaboration to enhance marketing reach and effectiveness. Most organizations actively engage with

external partners, with high levels of agreement on establishing long-term relationships (mean 4.54), optimizing promotional activities (mean 4.11), and seeking feedback (mean 4.59), indicating broad consensus. Joint planning and integrating partners into decision-making processes are common, with performance assessments regularly conducted to improve strategies. With an overall mean score of 4.13, these findings underscore the critical role of marketing partnerships in achieving strategic marketing objectives and expanding audience reach.

Descriptive Analysis Results for Achievement of State-Owned Corporations

This analysis provides insights into how effectively these organizations meet their objectives and deliver value. These findings are essential for assessing the broader impact of state-owned corporations on national economic and social goals.

Table 5: Descriptive Analysis Results for Achievement of State-Owned Corporations

Statements	1	2	3	4	5	M	S D
The firm has achieved the following to sustain its performance in the market:							
1. Market share	0.0%	0.0%	24.1%	49.0%	26.9%	4.03	0.72
2. Sales revenues of new products	0.0%	17.5%	14.7%	67.8%	0.0%	3.50	0.78
3. Profitability	0.0%	34.6%	37.1%	28.3%	0.0%	2.94	0.79
4. Number of new customers	0.0%	0.0%	25.2%	61.9%	12.9%	3.88	0.61
5. Ratio of number of new products to total	2.1%	57.7%	13.3%	26.9%	0.0%	2.65	0.90
6. Production costs	2.1%	12.2%	0.0%	85.7%	0.0%	3.69	0.77
7. Customer satisfaction	1.7%	42.7%	26.2%	29.4%	0.0%	2.83	0.87
8. Employee turnover rate	2.4%	34.6%	37.1%	25.9%	0.0%	2.86	0.83
Overall Mean/Std Dev						**3.30**	**0.78**

Note: 1 represent strongly disagree, 2 represents agree, 3 represents neutral, 4 represents agree, 5 represents strongly agree, M represents mean and S D represents standard deviation.

The analysis reveals that state-owned corporations have achieved notable success in certain areas, with market share standing out as a key strength. A majority of respondents agreed on sustained or increased market share, reflected in a high mean score of 4.03, indicating broad consensus on this achievement. Similarly, organizations have performed well in managing production costs, with 85.7% of respondents agreeing on success in this area, which is crucial for financial stability. New customer acquisition also showed positive

results, suggesting effective strategies in expanding customer bases (mean 3.88). While sales revenue for new products received moderate ratings (mean 3.50), it indicates some level of achievement in product performance, though with room for further growth.

On the other hand, challenges remain in areas such as profitability, customer satisfaction, and employee retention, where mean scores were lower (2.94, 2.83, and 2.86, respectively), highlighting inconsistency and room for improvement. Product innovation was particularly weak, as reflected in the low score of 2.65, suggesting a struggle with introducing new products relative to existing portfolios. These findings imply that while state-owned corporations excel in market reach and cost control, there is a need to enhance innovation, improve customer satisfaction, and address employee retention issues to achieve a more balanced and comprehensive performance across all critical metrics.

Correlation Analysis

Correlation analysis is a statistical technique used to determine the strength and direction of the relationship between two or more variables. It helps in understanding how variables are related, which can inform decision-making and predict future trends. Table 6 presents the correlation matrix as represented by Pearson's r.

Table 6: Correlation matrix between strategic public–private partnerships and Achievement of State-Owned Corporations

Correlations		Achievement of SOCs	Strategic Supply chain partnerships	Strategic Integration partnerships	Strategic Financial partnerships	Strategic Marketing partnerships
Achievement of SOCs	R	1				
	P-value					
Strategic Supply chain partnerships	R	.633**	1			
	P-value	0.000				
Strategic Integration partnerships	R	.703**	.504**	1		
	P-value	0.000	0.000			
Strategic Financial partnerships	R	.685**	.344**	.540**	1	
	P-value	0.000	0.000	0.000		
Strategic Marketing partnerships	R	.661**	.498**	.477**	.311**	1
	P-value	0.000	0.000	0.000	0.000	

** Represents 2 tailed significance at 0.01

The correlation matrix analysis reveals that strategic partnerships strongly influence the achievement of State-Owned Corporations (SOCs), with all types of partnerships showing significant positive relationships with SOC success. Specifically, strategic supply chain partnerships exhibit a moderate-to-strong correlation ($r = 0.633$, $p = 0.000$), suggesting that

effective collaboration in the supply chain contributes substantially to SOC performance. This positive correlation emphasizes that organizations with robust supply chain partnerships are better positioned to achieve their goals, as these partnerships help streamline operations, enhance efficiency, and build resilience. The statistically significant p-value ($p < 0.01$) further corroborates the reliability of this relationship, indicating that the observed association is unlikely to be due to chance.

Strategic integration partnerships have the highest correlation with SOC achievement ($r = 0.703$, $p = 0.000$), indicating that when SOCs integrate their processes, systems, and strategies with external partners, they experience a more significant boost in performance. This strong correlation suggests that seamless alignment and close collaboration with external stakeholders are critical for operational success, as they enable SOCs to create cohesive and agile business operations. The robust correlation and statistically significant p-value validate the importance of integration partnerships, underscoring that well-synchronized operations between SOCs and partners can be a defining factor in reaching organizational milestones.

Financial and marketing partnerships also show high correlations with SOC achievement. Financial partnerships have a correlation coefficient of 0.685 ($p = 0.000$), suggesting that access to capital, financial planning, and risk-sharing significantly enhance SOC sustainability and growth potential. Similarly, marketing partnerships display a strong correlation ($r = 0.661$, $p = 0.000$), indicating that effective collaborations in marketing help SOCs reach wider audiences, improve brand visibility, and secure a competitive edge. Together, these results provide clear evidence that supply chain, integration, financial, and marketing partnerships each play a crucial role in SOC success, with integration and financial partnerships particularly standing out for their impact on achieving organizational goals.

Regression Analysis between strategic public–private partnerships and Achievement of State-Owned Corporations

This regression analysis investigates how strategic public-private partnerships (PPPs) impact the achievement of State-Owned Corporations (SOCs) in Kenya, focusing on operational efficiency, financial performance, and overall effectiveness. By quantifying the influence of these partnerships, the analysis offers insights that can shape policy and future collaboration strategies. The findings underscore the role of PPPs in enhancing SOC performance, thereby supporting Kenya's broader economic development objectives.

Table 7: Model of Fitness

Model	R	R^2	Adjusted R Square	Std. Error of the Estimate
1	.883a	0.779	0.776	0.241574

The R-squared (R^2) value for the regression model is 0.779, indicating that 77.9% of the variance in the achievement of SOCs can be explained by the combined effect of strategic supply chain, integration, financial, and marketing partnerships. The adjusted R-squared value (0.776) is very close to the R^2 value, which means that the model does not suffer from overfitting, and the predictors provide a strong explanation for the dependent variable. The R value (0.883) shows a very high overall correlation between the predictors and the achievement of SOCs, further supporting the strength of the model.

Table 8: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	57.833	4	14.458	247.75	.000b
Residual	16.399	281	0.058		
Total	74.232	285			

The ANOVA table demonstrates that the regression model is statistically significant, with a F-value of 247.75 and a p-value of 0.000. This indicates that the independent variables collectively have a significant impact on the dependent variable (achievement of SOCs). The low residual sum of squares (16.399) suggests that the model has a good fit to the data, as the unexplained variance is minimal.

Table 9: Regression Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	-1.617	0.197		-8.218	0.000
Strategic Supply chain partnerships	0.281	0.043	0.227	6.543	0.000
Strategic Integration partnerships	0.222	0.036	0.229	6.078	0.000
Strategic Financial partnerships	0.423	0.037	0.384	11.464	0.000
Strategic Marketing partnerships	0.493	0.052	0.32	9.423	0.000

The regression analysis of strategic partnerships highlights the significant positive effects of each partnership type on the achievement of State-Owned Corporations (SOCs) in Kenya. Strategic supply chain partnerships show a positive effect ($\beta = 0.281$, $p = 0.000$), indicating that improved supply chain management is crucial for boosting SOC performance. Strategic integration partnerships, while showing the highest correlation with SOC achievement, have a moderately strong effect ($\beta = 0.222$, $p = 0.000$), suggesting that while integration is valuable, its impact is slightly lower in standardized effect compared to other types.

Financial partnerships have a substantial positive influence ($\beta = 0.423$, $p = 0.000$), emphasizing the importance of financial resources and collaboration in enhancing SOC success. Marketing partnerships demonstrate the strongest effect ($\beta = 0.493$, $p = 0.000$), indicating that effective marketing collaborations significantly improve SOC performance, likely by expanding reach and strengthening brand presence.

The negative constant value implies that without strategic partnerships, SOC performance would suffer, underscoring the essential role these collaborations play. In summary, all forms of strategic partnerships—supply chain, integration, financial, and marketing—positively and significantly impact SOC achievement, with financial and marketing partnerships standing out for their particularly strong influence. This analysis highlights the value of public-private partnerships in fostering SOC success and contributing to Kenya’s economic growth..

$Y = -1.617 + 0.281X_1 + 0.222X_2 + 0.423X_3 + 0.493X_4$

Where:

Y = Achievement of State-Owned Corporations

X_1 = Strategic supply chain partnerships

X_2= Strategic integration partnerships

X_3= Strategic financial partnerships

X_4= Strategic marketing partnerships

SUMMARY

The study reveals a significant positive correlation between strategic supply chain partnerships and SOC achievement ($r = 0.633$, $p = 0.000$), with regression results indicating that a unit increase in these partnerships leads to a 0.281 increase in SOC achievement ($\beta = 0.281$, $p = 0.000$). Although crucial for enhancing SOC performance by improving resource allocation and operational efficiency, the impact of supply chain partnerships is moderate compared to others. Strategic integration partnerships exhibit the highest correlation with SOC success ($r = 0.703$, $p = 0.000$). While a unit increase in integration partnerships contributes a 0.222 increase in achievement ($\beta = 0.222$, $p = 0.000$), the standardized coefficient (Beta = 0.229) suggests a moderate effect. This underscores the value of functional alignment and synergy among departments and stakeholders in optimizing SOC performance.

Financial partnerships demonstrate the most substantial effect, with a strong correlation ($r = 0.685$, $p = 0.000$) and a regression coefficient of $\beta = 0.423$ ($p = 0.000$). The high standardized coefficient (Beta = 0.384) emphasizes that financial resources and collaborative strategies are critical, enabling SOCs to fund growth, upgrade infrastructure, and strengthen their competitive position. Lastly, strategic marketing partnerships show a strong correlation with SOC achievement ($r = 0.661$, $p = 0.000$) and a notable regression coefficient of $\beta = 0.493$ ($p = 0.000$). Though slightly less impactful than financial partnerships, marketing collaborations significantly enhance SOCs' market reach, brand visibility, and sales growth, making them essential for overall success.

CONCLUSION

The study concludes that strategic partnerships are crucial for the success of State-Owned Corporations (SOCs), with supply chain, integration, financial, and marketing partnerships each contributing uniquely. Financial partnerships are the most significant, offering risk-sharing and growth resources, while marketing partnerships enhance visibility and sales. Supply chain efficiency and integration alignments are also critical, though joint planning and communication could improve. Overall, leveraging all types of partnerships optimizes SOC performance and stability.

RECOMMENDATION

The study recommends several strategies to enhance the effectiveness of strategic partnerships for State-Owned Corporations (SOCs). For supply chain partnerships, SOCs

should improve joint planning, forecasting, and coordination by holding regular strategy sessions and using shared tools. Advanced practices like integrated logistics and joint problem-solving should be adopted, with regular performance evaluations and feedback mechanisms to address inefficiencies. For integration partnerships, SOCs should align internal processes with partners through joint strategic plans and clear communication. The perceived value of these partnerships can be improved by better communicating their benefits and ensuring shared goals are understood. Given the significant impact of financial partnerships, SOCs should strengthen relationships with financial institutions, explore diverse funding options, and maintain transparent reporting to build investor confidence. Regular feedback sessions will help refine financial strategies. Marketing partnerships should continue to be a focus, with ongoing performance assessments and strategic involvement of partners in marketing decisions. Exploring innovative collaborations can drive further growth. SOCs are advised to adopt a culture of continuous improvement, regularly assessing partnerships and adapting strategies. Training staff in partnership management skills will optimize results. Finally, a holistic approach integrating supply chain, financial, marketing, and integration partnerships will maximize overall performance and competitive advantage.

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