STRATEGIC RESPONSE ON THE COMPETITIVENESS OF PAY TV COMPANIES IN KENYA

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International Academic Journal of Human Resource and Business Administration (IAJHRBA) | ISSN 2518-2374

Received: 5th May 2025

Published: 29th October 2025

Full Length Research

Available Online at: https://iajournals.org/articles/iajhrba_v5_i1_368_418.pdf

Citation: Rasugu, J. K., Anene, E. (2025). Strategic response on the competitiveness of pay TV companies in Kenya. *International Academic Journal of Human Resource and Business Administration (IAJHRBA) | ISSN 2518-2374, 5*(1), 368-418.

ABSTRACT

The competitiveness of Pay TV companies in any market depends largely on their strategic responses to various market dynamics, including technology adoption, market alliances, cost leadership strategies, and customer responsiveness. The Pay TV industry operating in Kenya must overcome distinctive market obstacles. The main goal of this research examined how strategic responses impact pay TV company competitiveness within the Kenyan market. The research aimed to establish how technology adoption and market alliances and cost leadership strategies and customer responsiveness affect Pay TV company competitiveness in Kenya. This research used Innovation Diffusion Theory along with Strategic Alliance Theory and Porter's Five Forces Framework and The Service Quality Model as its theoretical framework. The research employed a descriptive design to conduct its study. Pay TV companies operating in Kenya including Multichoice Kenya (DStv and GOtv), Azam TV, Zuku TV, StarTimes Media Kenya, and Canal+ (CAK, 2021) made up a total of 257 executive team members and key decision-makers who served as the target population. The research study included 156 executive team members and key decision-makers who comprised the participant sample. The research utilized quantitative data collection procedures for numerical analysis of information. Questionnaires with a structured format functioned as the main data collection instrument for gathering quantitative information. A pilot research group consisting of 16 executive team members alongside key decision-makers from the target population evaluated the research instruments through a pilot study. The research methodology combined both quantitative and qualitative methods of data analysis. Content analysis provided the method for qualitative data analysis by establishing categories from open-ended question responses which revealed emerging themes. The research analysis employed descriptive statistics that included means and standard deviation alongside percentages and frequency data. Additionally, inferential statistics applied correlation and multiple regression analysis. The researchers conducted their data analysis through SPSS version 24 as their designated statistical tool. Pay TV companies in Kenya experience 41% ($R^2 = 0.41$) of competitive variation because Technology Adoption, Market Alliances, Cost Leadership Strategies, and Customer Responsiveness create substantial impacts on their competitiveness. Technology Adoption demonstrated the strongest effect on competitiveness with a standardized beta coefficient value of 0.355 ($p = 0.000$) while Customer Responsiveness followed with $\beta = 0.252$ ($p = 0.011$) and Cost Leadership Strategies had $\beta = 0.090$ ($p = 0.007$) and Market Alliances yielded $\beta = 0.073$ ($p = 0.013$). The research suggests Pay TV providers should spend their resources on developing and utilizing advanced technological solutions to boost operational performance and service quality and improve customer satisfaction levels. Market alliances which maintain effectiveness enable businesses to increase market penetration while sharing vital resources thus creating a competitive advantage. Companies should adopt efficient cost management systems to keep their pricing competitive and maintain profitability levels. The enhancement of competitiveness requires organizations to focus on customer service and responsiveness in addition to being attentive and responsive to customer needs.

INTRODUCTION

Background of the study

Strategic responses serve as essential tools for managing competitive advantage through the complex evolving business environment (Collins, 2014). Ndung'u, Machuki and Murerwa (2017) maintain that strategic management should prioritize marketplace competitiveness as its primary objective. The scholars argue that market stability levels shape which strategic approaches organizations select for their operations. The dynamic competitive landscape makes Kenyan Pay TV companies pursue strategic choices which handle market unpredictability while strengthening their market position.

The widespread belief today is that maintaining competitive superiority has become increasingly difficult during globalization (Mohammed, 2018). Wairimu (2012) confirms that companies need strategic responses to adapt quickly to business environments that change rapidly and become volatile. The main performance indicator shifts to competitiveness which measures how effectively an organization surpasses its market competitors through metrics such as market share and customer loyalty and innovation. Wairimu (2012) demonstrates how strategic choices drive competitive positioning for organizations and recommends companies should boost their internal capabilities to enhance their competitive performance.

According to Karlstedt and Hellenborg (2020) organizational competitiveness depends on the strategic flexibility and competitive maneuvering capabilities which work together to thrive in uncertain market conditions. Organizations must use strategic planning to match their products with market requirements and customer expectations together with environmental factors in order to succeed in the marketplace. According to Stojanović and Puška (2021) high-quality services serve as the foundation for acquiring and maintaining competitive advantage within global markets. Organizational competitiveness now depends heavily on service quality because customers base their selection choices on this factor when choosing between competing options.

Lischka (2019) identifies strategic responses by their control elements and time horizons for classification. The firm considers responses that concentrate on future objectives as strategic. Organizations use immediate responses for short-term needs which are known as tactical responses but adaptive responses represent long-term plans that guide organizational activities to maintain or enhance competitiveness. Japelus et al. (2023) divide organizations into four distinct types which include analyzers defenders' prospectors and reactors. The strategic response development process for long-term competitiveness requires organizations to create adaptable solutions that handle external environmental modifications. The selection of proper strategic methods helps organizations reduce environmental change effects so they can achieve better market competition results.

Global Perspective of Competitiveness of pay TV Companies

Pay TV providers worldwide face changing market dynamics because digital technology advances and Streaming services beginning with Netflix and Amazon Prime and Disney+ have become ubiquitous (Venter, 2021). The growing market dominance of OTT services forces traditional Pay TV companies to rethink their strategic approaches due to intensified competition. The "cord-cutting" phenomenon stands out as a major disruptor which primarily affects developed markets including the U.S. and Europe because consumers choose to drop traditional subscriptions in favor of streaming services (Sadana & Sharma, 2021). The changing consumer preferences have diminished Pay TV companies' customer numbers and revenue flow which now forces them to create innovative strategies to defend their competitive position (Schauerte, Feiereisen & Malter, 2021).

The competitive position of Pay TV suffers additional pressure from different regulatory frameworks that exist between countries. Pay TV traditional revenue streams experience disruption in the European Union due to "geoblocking" restrictions established for consumer protection (Hinze, 2019). Pay TV companies face competition challenges because advertisers now invest in targeted digital platforms while their advertising revenue decreases (Hinze, 2019). Pay TV operators need to continuously re-strategize their business models to maintain their competitive edge in the continuously changing market environment.

The Pay TV industry faces significant competitive challenges because of market saturation and high customer turnover rates which affect mature markets according to Fan & Feng (2021). Pay TV providers must undertake strategic changes because their subscriber growth has slowed down and customers leave for cheaper OTT subscriptions. To remain competitive, companies have had to evolve with changing customer expectations led by a younger generation of "digital natives" seeking personalized, on-demand viewing experiences. As a response, many Pay TV companies are investing in technological advances like 4K and 8K broadcasting and securing exclusive content or sports broadcasting rights to attract and retain customers (Rodríguez-Abitia & Bribiesca-Correa, 2021). Additionally, Pay TV providers are adapting their pricing models to fend off competition from OTT platforms, introducing more flexible "skinny" bundles and bundling Pay TV with other services like broadband (Park & Kwon, 2019).

In the United States, despite 61% of households still maintaining cable subscriptions, there's been a steady decline in this traditional market (Fluent, 2017). Over the past five years, nearly 8 million U.S. households have cut the cord on traditional Pay TV. This decline is even more pronounced among millennials, with only 57% having cable. Streaming services, on the other hand, are eclipsing cable subscriptions, particularly among millennials. Over three-quarters of this demographic have access to streaming platforms and are more likely to be Netflix subscribers than cable subscribers. Hulu and YouTube Red also exhibit substantial appeal among these younger audiences (Fluent, 2017). In these evolving scenarios, Pay TV companies must focus on sustaining and enhancing their competitive edge, adapting to the rapidly changing consumer preferences and embracing technological and strategic innovations. The landscape now necessitates a keen focus on outmaneuvering competitors through strategic adaptability.

Wan, Cenamor and Chen (2017) emphasize that in China, key players like China Telecom have amassed a significant presence, boasting 40 million Pay TV subscribers. Notably, half of the top 10 global Pay TV operators are based in China, collectively accounting for 27% of global subscriptions. China's video industry is undergoing a significant digital transformation, characterized by an increasing presence of OTT service providers. The ascendancy of China's internet video sector is impacting the competitive dynamics of its traditional TV sector, including TV stations and network operators (Fan & Feng, 2021).

In Malaysia, the entertainment and media industry plays a critical role in the national economy. According to Dawi et al. (2018), TV broadcasting services, a sub-sector of this industry, are predominantly led by a single pay TV provider that, as of end-December 2017, had reached a household penetration rate of 72% with over 3 million subscribers. To maintain its competitive edge, the provider aims to adapt to changing market dynamics, with projections estimating a subscriber base of 3.9 million by the end of 2019.

Similarly, the Broadcasting Sector in India is a burgeoning industry that encompasses both analog and digital cable TV services. India is currently the third-largest Television market, trailing only China and the USA (Pingali, Prakash & Korem, 2021). The country's Pay TV and Broadcasting Sectors are facing stiff competition from OTT platforms, compelling traditional broadcasters to diversify their content offerings and venture into on-demand services (Spencer, 2019). In these diverse markets, Pay TV companies are leveraging a variety of strategies to sustain and amplify their competitiveness. These range from embracing digital transformation in China, adapting to market dynamics in Malaysia, to diversifying content portfolios in India. While performance metrics are essential, the pivotal concern is how these companies are strategically positioning themselves to compete effectively in an evolving, increasingly competitive landscape.

Regional Perspective on Competitiveness of Pay TV Companies

Pay TV throughout Africa demonstrates impressive market expansion because of faster urbanization and rising middle class and increasing disposable income levels. The pay TV market has become more profitable for Multichoice and StarTimes and Canal+ because these companies provide carefully selected content from local and international sources. The South African market stands apart in the African continent because of its developed economy where Multichoice has become a dominant force. By delivering its DStv service the company has mastered South African market complexities to surpass its competitors (Pettitt, 2021).

Sports entertainment exercises tremendous influence over the South African market regarding its content offerings. The company has strategically obtained broadcasting rights to high-profile sports leagues and events which focus on football and rugby. The company's exclusive content offerings establish both a distinct market advantage and strengthen its market position because subscribers are willing to pay more to access these specialized programs (Ogunnubi, 2019). The company delivers satisfaction to South African viewers through its combination of domestic and international programming alongside its sports programming success. Multichoice maintains its competitive market position through local programming which includes news shows and dramas and reality TV content (Ogunnubi, 2019). The South African regulatory environment enables pay TV operators to develop long-term plans and investments which strengthens their market position (Pettitt, 2021).

Higher household incomes in South Africa compared to other African nations support the growth of pay TV throughout the country. Multichoice along with other operators benefits from increased population access to pay TV services due to growing household income levels (Mocheki, 2021). Traditional pay TV services face growing competition from OTT platforms such as Netflix and Amazon Prime because both services benefit from improved internet connectivity and reduced data costs. To stay competitive, Multichoice and others must rapidly adapt to these evolving consumer preferences (Mocheki, 2021).

The Nigerian market offers its own unique competitive landscape, heavily influenced by its massive local film industry, Nollywood. Given Nollywood's status as the second-largest film industry globally in terms of volume, the demand for local content cannot be underestimated (Ojukwu & Ogbodo, 2020). To maintain competitive relevance, pay TV providers like MultiChoice Nigeria have strategically amplified their Nollywood content. They have introduced dedicated channels on their DStv and GOtv platforms to cater to the strong local preference, thereby gaining a competitive edge (Ilori, Amusa & Erinosho, 2022). iROKOtv's success, amassing millions of subscribers through its focus on Nollywood, also attests to the potency of local content as a competitive lever (Sawadogo, 2019). However, competitiveness in Nigeria's pay TV market isn't solely about content; it's also about affordability. StarTimes, a Chinese-owned pay TV operator, has capitalized on the income-sensitive nature of the Nigerian market by offering low-cost packages, thereby gaining competitive traction with millions of subscribers in a short span (Sawadogo, 2019). Yet, challenges remain. High operating costs related to satellite signal transmission and content rights, coupled with a complex regulatory environment marked by multiple taxation and licensing issues, continue to pose competitive hurdles for pay TV operators in Nigeria (Ilori, Amusa & Erinosho, 2022).

In North African markets, especially Egypt and Morocco, the competitive landscape for pay TV is uniquely shaped by the dominance of free-to-air (FTA) channels. These FTA broadcasters have historically established a strong foothold, providing a broad spectrum of content, from news and sports to entertainment that resonates with mass audiences (Khalil, 2019). As a result, many households find little incentive to explore pay TV options, questioning their value proposition against the backdrop of readily available free content. Additionally, the economic barrier of high subscription costs, relative to average income levels, makes pay TV a less competitive choice for many consumers (Elmeshad, 2021). However, opportunities for gaining a competitive edge in this challenging environment do exist. Pay TV operators can differentiate themselves by focusing on premium, niche, or exclusive content that FTA channels cannot provide. Forming alliances or partnerships with international networks for exclusive programming can offer a competitive advantage by appealing to a segment of the audience willing to pay for distinct or high-quality content (Elmeshad, 2021).

Another avenue of competitive opportunity lies in the emergence of OTT platforms. The increasing number of people who use internet and smartphones across these countries indicates that digital content consumption is growing. Internet-based services create an alternative solution that bridges the gap between FTA channel content and the cost of traditional pay TV services. Pay TV operators can create cost-effective digital-first services to draw customers who want varied content at affordable rates.

Local Perspective on Competitiveness of Pay TV Companies

The Kenyan pay TV sector operates in a highly competitive environment which results from digital transformations and shifting customer preferences throughout East Africa. The Kenyan pay TV market features prominent companies such as DStv from Multichoice alongside StarTimes and GOtv and Zuku TV and emerging OTT providers Netflix and Amazon Prime (Rono & Mugeni, 2019). Kenya stands as a crucial market for MultiChoice Group where it generates 11% of their overall subscriber revenue across the African continent (Dataxis Research, 2020). The Kenyan market has become difficult to maintain leadership positions for MultiChoice because their subscriber numbers showed no growth during recent years. OTT platforms introduced a disruptive force that made traditional pay TV operators reevaluate their market strategies. The rise of streaming services created two-fold competition that forced traditional pay-TV providers to develop new strategies and evolve their services. The competitive market makes MultiChoice recognize local content investment as its primary competitive edge. The streaming revolution disrupted traditional business models yet it provides MultiChoice and other established companies with opportunities to develop their OTT platforms. The evolving Kenyan pay TV sector depends on operators who can adapt their business to digital changes and understand shifting consumer demands while building effective strategies to counter OTT platforms. In summary, for pay TV providers, staying competitive will require more than just scale; it will require agile strategies and a keen focus on local content as a competitive differentiator.

Kenya's media sector is a hotbed of competitive activity, marked by a proliferation of newspapers, magazines, radio stations, and TV channels (Kimani & Iravo, 2017). Over the past decade, there has been a transformative change in the media landscape, which has opened up room for multiple players in the pay TV market, thereby escalating competition. The key competitor for years has been South Africa's MultiChoice, but they are now finding themselves in an increasingly competitive space (Deloitte & Touch, 2012).

Subscription-based TV services, such as StarTimes, DStv, Zuku, GOtv, and the globally-renowned Netflix, are all jostling for market share, contributing to the fiercely competitive environment. Dataxis Research (2015) reveals that while 32% of Kenya's 12.04 million households own a TV set, a significant portion—561,500 households—are pay TV subscribers. In this competitive setting, StarTimes took a slim lead over MultiChoice with 39% market share compared to MultiChoice's 38%, despite the latter's longstanding presence in the market. Adding fuel to the competitive fire, MultiChoice recently announced a 14% price hike for DStv subscriptions due to increased operating costs, a move that was met with significant customer backlash on social media (MultiChoice, 2020). The company acknowledged that aggressive competition, especially in the budget-friendly segment of the market, has already put its digital terrestrial television (DTT) subscriber growth under strain. Moreover, the launch of GOtv in 2013 brought another element to the competition, aiming to cater to a different segment of the market. The competitive landscape is thus characterized by a mix of established players and newcomers, each striving to carve out their own niche. Whether it's through pricing strategies, exclusive content offerings, or market positioning, each service provider is aggressively vying for consumer attention in an increasingly crowded and competitive market.

The Kenyan Pay TV arena is experiencing heightened competition, especially in the lower and middle segments of the market. New entrants like Wananchi, Star TV, and My TV have successfully carved a niche for themselves, intensifying the battle for market share (Deloitte & Touch, 2012). This increased competition is driving down subscription costs, making Pay TV more accessible to a broader range of Kenyan consumers and signaling an untapped market potential in these segments. However, the exclusivity of certain sports content poses a formidable barrier to competitiveness. For providers who don't hold these exclusive rights, attracting subscribers who prioritize sports content becomes a significant challenge. The availability of exclusive sports broadcasts essentially creates a 'walled garden,' making it tough for competitors to penetrate that particular subscriber base. As subscriptions to Pay TV services are expected to rise, each player, especially the newer entrants, is keenly focused on leveraging this growth to improve their market standing. However, the element of content exclusivity, particularly in sports, adds complexity to an already fiercely competitive environment.

Strategic Response

Strategic responses encompass both proactive and reactive measures that organizations employ to adapt to their external surroundings (Mutisya, 2017). These actions are geared towards enhancing quality, boosting productivity, cutting expenses, and reshaping organizational culture. Strategic responses entail the implementation of alterations in an organization's techniques, protocols, and operations to attain precise organizational goals. It's worth highlighting that organizations adopt different strategic responses, which are tailored to their distinct circumstances, abilities, skills, and available resources (Raffo, Clark & Arik, 2016).

Strategic responses are pivotal for organizations to secure a competitive edge within their industry. In the same sector, organizations vie for supremacy through unique approaches, leading to varied strategies employed by companies confronting similar obstacles (Raffo, Clark & Arik, 2016). According to Onamusi (2020), strategic responses involve significant adjustments in the market, technological adoption, innovation, and realignment of strategies. High-performing firms strategically align their approaches to enhance flexibility, quality, and overall performance. The study focused on evaluating strategic responses in terms of embracing technology, expanding their market presence, implementing cost-saving initiatives, and shaping their organizational culture.

Organizations across the board adopt technology to enhance their performance because they understand that Information Communication and Technology (ICT) delivers value for better service quality and customer support (Macharia, Iravo, Ondabu, & Ombui, 2015). Anjum (2018) explains that organizations achieve improved service delivery by integrating and utilizing ICT which leads to lower operational costs and enhanced customer satisfaction. ICT enables organizational success through accountability enhancement and information exchange and efficient service utilization which leads to improved performance.

Organizations use market alliances as strategic tools to fulfill their business goals which include enlargement of size and volume and turnover increase (Kotler & Keller, 2017). Yunusovich (2021) explains that organizations implement market alliance strategies by developing partnerships which extend their business operations across different companies. Organizations use these strategies to boost their performance by making full use of the resources and strengths that alliance partners contribute. Organizations using market alliance strategies gain entry to fresh markets and reach different customer segments while exploiting unexplored business opportunities for increased growth and profitability. Organizations gain access to fresh distribution systems through partnerships which helps them reduce operational expenses while developing novel products together with their alliance partners. Allied companies can use these partnerships to generate combined advantages which drive market expansion across their existing operational boundaries.

Cost leadership requires organizations to establish operational practices which reduce their expenses and generate maximum financial returns (Kharub, Mor & Sharma, 2019). The technique requires organizations to enhance operational efficiency and set competitive prices and minimize dependence on external funding. This research will analyze four cost leadership elements: offering affordable prices, keeping prices competitive, investing in modern facilities and new equipment and obtaining low-cost labor and materials. Organizations implement cost leadership to gain competitive superiority by delivering products at lower prices.

Market alliances require organizations to form partnerships with other companies for expanding their market presence (Andaleeb, 2016). A firm should implement market alliance strategies to expand its business reach and reach new potential customer segments. Market alliances enable organizations to maximize their partner advantages while gaining access to new distribution networks and expert knowledge and developing cost-saving initiatives and joint product development. Organizations benefit from alliances because they enable market access to new territories and customer groups as well as growth opportunities that were previously unavailable. Through strategic partnerships companies can generate combined strengths which help them extend their market reach outside their present business domains. Organizations that use cost leadership strategies and form market alliances will improve their competitive position and achieve growth. Organizations that follow cost leadership strategies can offer competitive prices to customers and establish market alliances that enable market growth and new customer base access. The combination of these strategic approaches leads to higher revenue levels and market share and improved organizational performance.

Organizations that demonstrate customer responsiveness demonstrate their ability to detect and adapt to the evolving demands of their customer base. The concept of customer responsiveness requires organizations to handle complaints quickly but also includes the ability to predict consumer patterns and behaviors (Venkatraman & Ramanujam, 2017). The multiple aspects of customer responsiveness combine harmoniously to create a collection of management practices. The organization implements these practices to transform its dedication to surpassing customer expectations into actionable strategies. The study of organizational customer responsiveness elements leads to essential knowledge about business competitiveness (Venkatraman & Ramanujam, 2017). Leaders and stakeholders who adopt customer responsiveness as their fundamental organizational value will create better strategic decisions that strengthen its importance while improving competitive performance.

Statement of the problem

The essential matter regarding Pay TV operator competitiveness in Kenya centers on their ability to adapt strategically through various market complexities. Pay TV operators in Kenya use technology adoption together with market alliances and cost leadership strategies and customer responsiveness to succeed. The effective management of market dynamics by these companies leads to market share growth along with better customer satisfaction which results in improved competitiveness. Pay TV companies in Kenya face specialized obstacles because they must contend with established Pay TV competitors and the rising popularity of streaming services Netflix and Amazon Prime. The pay-TV sector experiences these disruptive forces as a global trend which strongly affects its market competitiveness (Dataxis Research, 2020). The Kenyan market features various distinct challenges because it shows increasing demand for local content and changing consumer behavior from digital adoption and limited infrastructure capabilities (Kimani & Iravo, 2017).

Pay TV services in Kenya show declining competitive positions according to previous studies. The subscription numbers dropped by 7.1 percent to 5.4 million during April through June 2019 which demonstrates the difficulties for maintaining market competitiveness (Communications Authority of Kenya, 2020). The companies face negative effects on their competitive positions because their existing decline mitigation strategies show inconsistent results and sometimes produce unintended adverse effects (Kimani & Iravo, 2017).

Studies by Andai (2016), Kimani and Iravo (2017), and Ngigi (2013) explored factors affecting Pay TV company competitiveness in Kenya yet they do not address the specific issue of competitiveness. The research aims to address this knowledge gap through analysis of how Pay TV operators in Kenya benefit from strategic responses including technology adoption and market alliances and cost leadership strategies and customer responsiveness. The research aims to understand how strategic responses affect Pay TV companies' competitive positions in Kenya.

Objectives of the study

General Objective

To determine the influence of strategic response on the competitiveness of pay TV companies in Kenya.

Specific objectives

i. To establish the influence of technology adoption on the competitiveness of pay TV companies in Kenya.
ii. To find out the effect of market alliances on the competitiveness of pay TV companies in Kenya.
iii. To assess the influence of cost leadership strategies on the competitiveness of pay TV companies in Kenya.
iv. To examine the influence of customer responsiveness on the competitiveness of pay TV companies in Kenya.

Research Questions

i. What is the influence of technology adoption on the competitiveness of pay TV companies in Kenya?
ii. How does market alliances influence the competitiveness of pay TV companies in Kenya?
iii. What is the impact of cost leadership strategies on the competitiveness of pay TV companies in Kenya?
iv. What is the relationship between customer responsiveness and the competitiveness of pay TV companies in Kenya?

Justification of the study

Government

Pay TV services in Kenya play a substantial role in supporting the national economic growth. The government should understand competitive factors in pay TV companies to develop effective policies which support industry expansion. The study results will help regulatory bodies create successful policies which promote competition together with innovation and consumer protection in the pay TV industry. The study's analysis of strategic response effects on pay TV company competitiveness will stimulate both domestic and international investments to drive economic development and create employment opportunities and technological progress in the industry.

Stakeholders

The research will deliver critical strategic performance data to Kenyan pay TV businesses regarding their response strategies. The research findings enable pay TV companies to refine their strategies which results in enhanced performance alongside better customer satisfaction while securing market leadership. Knowledge about how strategic responses affect pay TV company performance enables customers to choose better and ensures access to high-quality affordable services. Investors who read this study will gain knowledge about the future risks and returns they could expect from pay TV investments in Kenya. Investment decisions made by stakeholders will become more effective through this knowledge which promotes sector growth and sustainability.

Academia

This research adds essential knowledge about pay TV market competition specifically in the developing market of Kenya. This investigation extends present knowledge about the subject which enables additional research and enhances understanding in this field. The research results might lead to fresh academic directions and motivate scholars to examine additional subjects in pay TV industry operations or parallel business sectors. The research will help create new theoretical models and research methods and practical applications within the strategic management field.

Scope of the study

The research investigated how strategic responses affect the competitive position of pay TV companies operating in Kenya. The study analyzed four strategic response factors including technology adoption and market alliances and cost leadership strategies and customer responsiveness to determine their impact on pay TV company competitiveness in Kenya. The research included all Kenyan regions because pay TV companies operate throughout the nation. This study analyzed 257 executive team members and key decision-makers from pay TV organizations in Kenya according to CAK (2021). The research utilized 156 executive team members and key decision-makers as part of its sample population. The research design followed a descriptive approach to assess quantitative data which enabled understanding of the research objectives. The research period extended from 2023 to 2024 throughout an entire year. This research period provided adequate time to gather data and perform analyses and interpretation which produced relevant findings that guided current pay TV company practices.

Limitations of the study

This study delivers valuable knowledge about pay TV company competitiveness in Kenya yet some restrictions need acknowledgment. The research analyzes Kenyan pay TV companies exclusively which limits the generalizability of findings to pay TV operators in other cultural economic regulatory environments. The study faces a crucial drawback because it depends on data collected from employees working at pay TV companies which might produce biased results. The research participants might report inaccurate findings about strategic response effects because they possess personal biases or lack full understanding of the topic or want to present their organization in a positive light. The quick changes in the pay TV market because of new technology and shifting consumer demands and competitive pressures might affect how well the research findings will remain relevant over time. The research study's time constraints could prevent the proper recording of current events. The demanding schedules and confidentiality concerns and restrictive company policies among management and staff of pay TV companies present barriers when accessing the target population for research. The process of measuring qualitative aspects that influence customer responsiveness on competitive performance presents potential methodological obstacles. Subjectivity in interpreting this type of data might reduce the study's reliability and consistency in findings.

LITERATURE REVIEW

Introduction

This chapter examines pertinent literature regarding the strategic responses and competitiveness of pay TV firms. It encompasses a theoretical overview, conceptual framework, and empirical analysis utilized in the study concerning each variable under investigation. This comprehensive review pinpointed research deficiencies and suggested avenues for future research.

Theoretical review

This section analyzes existing theoretical frameworks relevant to the study. The research incorporated Innovation Diffusion Theory together with Strategic Alliance Theory and Porter's Five Forces Framework and Organizational Culture Theory for its theoretical foundation.

Innovation Diffusion Theory

Everett M. Rogers introduced the Innovation Diffusion Theory in 1962 as a complete model that explains how new ideas and technologies spread across different cultures. According to the theory diffusion operates as a social communication method which distributes innovations across time through specific channels to members of social systems. Rogers (1962) described five adopter groups that receive innovation categories as innovators and early adopters and early majority and late majority and laggards. The innovative adoption and technological diffusion of strategies according to Innovation Diffusion Theory creates fundamental changes to industry competitiveness which affects both strategic choices and organizational outcomes (Andaleeb, 2016).

To include the Innovation Diffusion Theory in the study, an examination of the relative advantage of the adopted technology is necessary. This involves analyzing the perceived benefits and advantages of the technology over existing alternatives. By conducting surveys or interviews with pay TV companies, we can gain insights into how the technology enhances effectiveness, efficiency, cost savings, or other desirable outcomes (Raffo, Clark & Arik, 2016). The theory also emphasizes the importance of compatibility. In the study, an exploration of how the adopted technology aligns with the existing infrastructure, business models, and operational processes of pay TV companies is warranted. This can be accomplished through interviews, observations, or document analysis, allowing us to assess the level of compatibility and understand any challenges or adjustments required for successful implementation (Andaleeb, 2016).

Additionally, the complexity of the technology should be considered. This aspect involves evaluating the perceived level of difficulty associated with understanding and utilizing the technology. Through surveys or interviews, we can gather feedback on the ease of comprehension, training requirements, and integration challenges that pay TV companies may encounter. This information will shed light on the influence of complexity on technology adoption and subsequent performance outcomes (Raffo, Clark & Arik, 2016).

Observability is another important factor in the Innovation Diffusion Theory. It highlights the visibility of the benefits and outcomes associated with the adopted technology. To assess observability, case studies or interviews with pay TV companies that have already adopted similar technologies can be conducted. By examining the observable positive outcomes, such as increased customer acquisition or improved service quality, we can gain insights into how these outcomes drive further adoption and impact overall performance (Raffo, Clark & Arik, 2016).

The theory emphasizes the role of communication channels in the diffusion of innovations. To understand how information about the technology is disseminated within the pay TV industry, we can examine industry events, trade shows, conferences, or expert opinions. Interviews or surveys with industry professionals can provide insights into the influential communication channels and their impact on technology adoption decisions (Andaleeb, 2016).

Strategic Alliance Theory

Strategic Alliance Theory, developed by scholars and researchers in the field of strategic management, provides a framework for understanding the motivations, formation, and management of alliances between organizations. While the theory has been further expanded and refined by various contributors over time, its foundation can be attributed to notable researchers such as Contractor and Lorange (1988) and Das and Teng (2000).

The theory posits that organizations form strategic alliances to achieve strategic objectives that would be challenging or unattainable if pursued individually (Russo & Cesarani, 2017). Pay TV companies may form market alliances for a variety of reasons. One such motivation could be gaining access to new markets. By partnering with local players or other industry stakeholders, pay TV companies can expand their geographical reach and tap into new customer bases. This allows them to enter markets that may have been difficult to penetrate on their own due to regulatory barriers, cultural differences, or limited resources (Kotler & Keller, 2017).

Another motivation for forming market alliances is the sharing of resources. Pay TV companies can pool their financial, technological, or human resources through alliances to achieve economies of scale and scope. This enables them to reduce costs, increase operational efficiency, and invest in new technologies or infrastructure that may have been prohibitively expensive if pursued individually. By leveraging shared resources, these companies can enhance their competitive positioning in the market (Kharub, Mor & Sharma, 2019). Complementary capabilities also play a significant role in market alliances within the pay TV industry. Through alliances, companies can bring together their unique strengths, expertise, and assets to create synergies and deliver enhanced value to customers. For example, one pay TV Company may have expertise in content creation, while another may excel in distribution capabilities. By forming an alliance, these companies can combine their strengths to offer a more comprehensive and compelling range of services to customers (Kotler & Keller, 2017).

Furthermore, strategic alliances can provide pay TV companies with a means to enhance their competitive positioning. By partnering with other industry players, they can create a collective force that is better equipped to compete against larger rivals or navigate industry dynamics. Alliances can help companies build a stronger market presence, increase market share, and establish a differentiated position in the industry (Kotler & Keller, 2017).

Porter's Five Forces Framework

In 1979 Michael E. Porter from Harvard Business School developed the Porter's Five Forces Framework. Through (Porter, 1979) the industry structure and competitive forces can be examined in their entirety. The influential five-force model serves as a vital tool for studying industry strategic behavior and guiding firm strategic choices in their industries. The five components of this model include market entry possibilities for new competitors alongside purchaser negotiating power and supplier bargaining power and alternative products or services together with competitive competition levels.

The Five Forces Framework of Porter reveals essential information about how industry competition relates to cost leadership approaches. Cost leadership strategies need to account for two primary forces which include competitive rivalry intensity and supplier bargaining power. The intensity of competitive rivalry stands as one of Porter's framework elements (Anjum, 2018). The high competitive intensity in the pay TV industry drives companies to choose cost leadership strategies that help them establish competitive advantages. Pay TV companies use cost leadership strategies to obtain lower costs than competitors through optimized operational processes and effective cost controls and economies of scale implementation. The reduction of operational expenses allows pay TV companies to provide better pricing to customers which leads to increased customer acquisition and better market position and financial results (Yunusovich, 2021).

The bargaining power of suppliers acts as an influential force which affects how pay TV companies execute their cost leadership strategies. Pay TV companies experience price and term negotiations from suppliers that affect their cost structure. Through strategic cost leadership approaches pay TV companies gain the ability to decrease their vulnerability to supplier bargaining power. Pay TV companies lower their operating expenses through efficient management and cost control techniques to secure better supplier terms and reduce their input costs and improve profitability (Anjum, 2018).

A cost leadership strategy enables pay TV companies to fight against substitute products or services that represent threats according to Porter's framework. The ability to function at reduced costs enables pay TV companies to set lower prices for their services thus providing customers with more appealing alternatives than OTT media services. Through this approach pay TV companies protect their customer base by reducing the threat of substitution (Anjum, 2018).

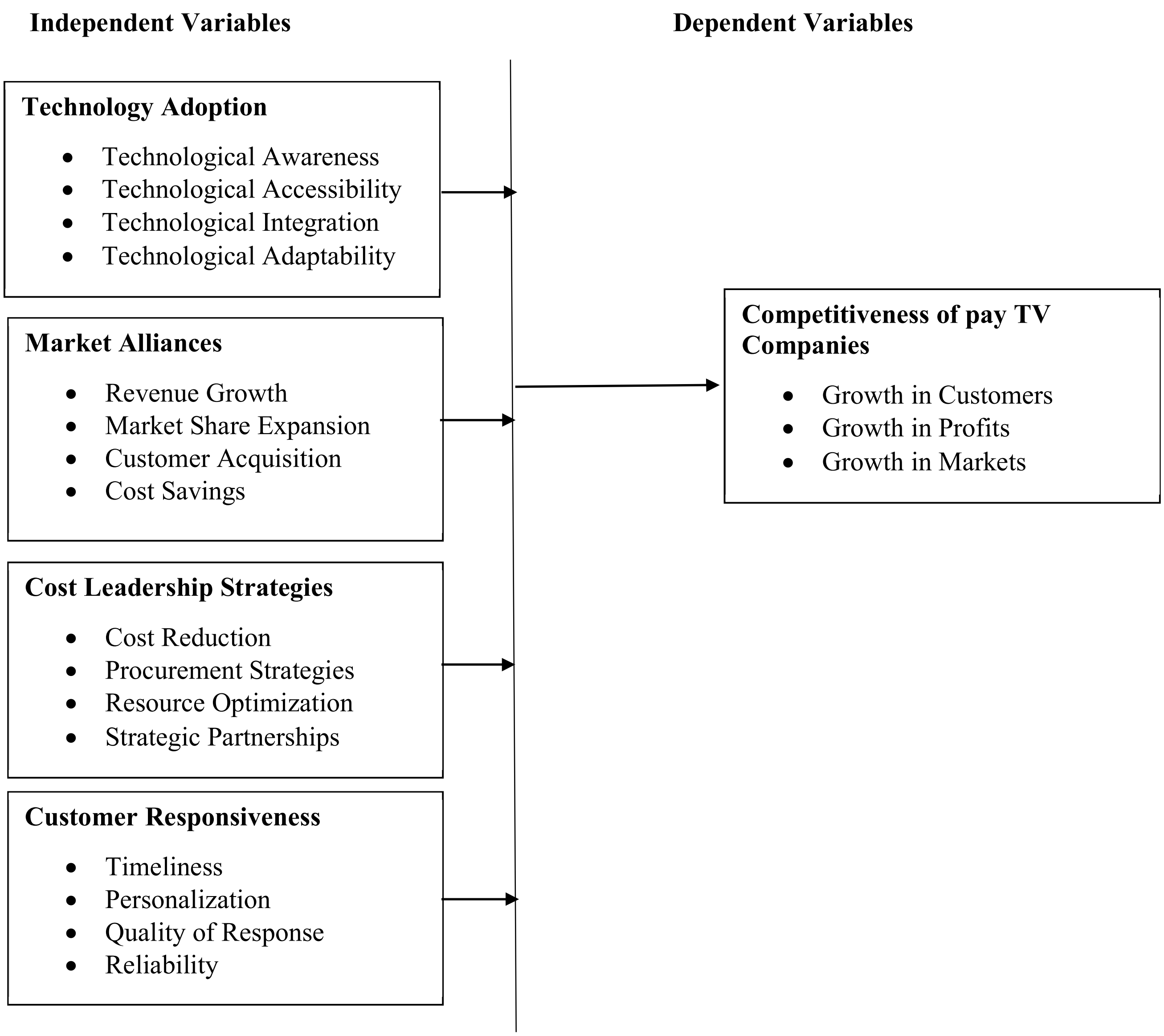
The Service Quality Model (SERVQUAL)

The Service Quality Model known as SERVQUAL originated from A. Parasuraman's 1988 paper alongside Valarie Zeithaml and Leonard Berry. The SERVQUAL model represents a complete framework that helps organizations evaluate service quality throughout multiple industries. The RATER model consisting of five dimensions serves as a multi-dimensional system to evaluate service quality (Sweeney, Soutar, & Mazzarol, 2014). Customers evaluate their anticipated and actual service encounters through these dimensions to determine the service quality through comparison of their ratings.

According to Sweeney, Soutar, & Mazzarol (2014), the "Responsiveness" component of SERVQUAL measures how well a company serves customers by providing assistance and quick response times. The alignment between SERVQUAL and customer service responsiveness allows researchers to measure how this aspect influences business competitiveness. This research integrates SERVQUAL to deliver measurable evidence about Pay TV company performance regarding customer responsiveness in Kenya. The collected survey data from customers enables comparison with standard market measures including retention rates and market share. The SERVQUAL model will provide essential insights about the complex link between service quality and competitiveness within the Pay TV industry (Sweeney, Soutar, & Mazzarol, 2014).

Conceptual Framework

A conceptual framework is a structured approach to understanding the rationale behind a project's occurrence and how its actions are comprehended, as described by Ombui in 2014. In accordance with Kothari's (2014) perspective, the conceptual framework elucidates the connection between variables that stand on their own and those that are influenced by them. In the context of this study, the conceptual framework comprises four independent variables and one dependent variable. Independent variables are elements that potentially initiate, impact, or influence others.



Technology Adoption

Organizations today actively adopt innovative technologies through a key process which involves their integration and utilization in business operations. The rapid technological advancements alongside their extensive business sector effects have made this process more crucial (Girma, 2016). Multiple steps appear in the typical process of technology adoption.

Rogers' Diffusion of Innovations theory (1962) defines five stages starting with knowledge acquisition followed by persuasion then decision-making and implementation before confirmation. Organizations navigate through multiple stages during which they gain awareness of new technology, develop attitudes about it, make adoption or rejection choices, implement the technology and finally verify the effectiveness of their decisions.

Multiple organizational characteristics alongside technology benefits and system complexity and compatibility determine organizations' adoption decisions. According to the Technology Acceptance Model (TAM) users primarily base their new technology acceptance on perceived usefulness and perceived ease of use (Girma, 2016). Pay TV companies adopt technology through multiple approaches such as digital platform integration and high-definition broadcasting and personalized content delivery through analytics. These companies benefit from technology adoption because it delivers better services and enhanced customer experiences which might give them an advantage in the market (Mukangu & Ndungu, 2016).

The implementation of new technology systems carries multiple obstacles alongside its advantages. Technology implementation encounters multiple barriers including employee resistance against unknown systems combined with substantial expenses and concerns about data protection and privacy issues. Organizations must adapt their technology strategies in response to fast technological changes because this adaptability ensures their competitiveness (Wahu & Assumptah, 2017). Technology adoption necessitates complete change management strategies because organizations need to help workers move from current tools and operations to new systems. Companies need to provide training and support with communication strategies to deal with possible resistance (Chairoel, Widyarto & Pujani, 2015).

Market Alliances

Market alliances play a crucial role in the growth and expansion strategies of businesses. Market alliances involve collaborations and partnerships between companies to achieve common objectives and capitalize on market opportunities. By joining forces, companies can leverage their combined resources, capabilities, and market presence to penetrate new markets or strengthen their position in existing markets. Different types of market alliances, such as strategic partnerships, joint ventures, or co-marketing agreements, can be employed to achieve market expansion objectives.

The motivation behind market alliances lies in the recognition of the potential benefits that can be gained through shared efforts and resources. Companies may choose to form market alliances to gain access to new markets that would be difficult to enter individually due to regulatory barriers, cultural differences, or lack of local knowledge (Tangus and Omar, 2017). By partnering with local companies or industry stakeholders, companies can tap into their partners' expertise, networks, and understanding of local market dynamics. This allows them to navigate the complexities of new markets more effectively and increase their chances of success.

Furthermore, market alliances enable companies to leverage complementary capabilities and resources. Each partner brings unique strengths and assets to the table, which, when combined, create synergies and enhance competitive advantage. For instance, a pay TV company may form an alliance with a content production company to offer a broader range of high-quality programming, catering to the preferences of diverse customer segments (Kimalel, Kihara, and Muriithi, 2017). By pooling their resources and expertise, companies can deliver enhanced value to customers and gain a competitive edge in the market.

Market alliances also mitigate risks and costs associated with market expansion. By sharing the financial burden and risks with alliance partners, companies can reduce their individual exposure and achieve economies of scale. Additionally, alliances allow companies to share market intelligence, insights, and best practices, enabling faster market entry and adaptation to local market conditions.

However, market alliances come with their own set of challenges. Companies must navigate issues related to trust, compatibility of organizational cultures, and equitable distribution of benefits and responsibilities. Effective communication, negotiation, and governance mechanisms are critical to ensure the success and longevity of market alliances. Companies must also carefully assess potential partners, considering factors such as their reputation, capabilities, and alignment with strategic objectives.

Cost Leadership Strategies

Cost leadership strategies are a critical component of the strategic management framework within companies. These strategies concentrate on gaining a competitive edge by positioning themselves as the industry's most cost-effective producer or service provider (Muasa, 2014). Cost leadership strategies entail implementing measures to reduce expenses and improve cost efficiency, ultimately leading to improved profitability and market position. Various techniques can be employed to pursue cost leadership, such as process optimization, strategic sourcing and procurement, infrastructure optimization, and waste reduction (Bususu, 2014).

Process optimization plays a crucial role in cost leadership strategies. Lean management or Six Sigma methodologies are commonly utilized to identify and eliminate inefficiencies and waste in operational processes. By streamlining workflows, reducing defects, and minimizing variability, organizations can improve productivity, reduce costs, and enhance their competitive positioning (Muasa, 2014). Strategic sourcing and procurement are essential components of cost leadership strategies. By leveraging the organization's purchasing power, companies can negotiate favorable terms and prices with suppliers. Consolidating procurement activities and establishing strategic supplier relationships can lead to cost savings, lower administrative costs, and improved supply chain efficiency.

Infrastructure optimization is another facet of cost leadership strategies. Organizations can adopt energy-efficient technologies, consolidate office space, and leverage cloud technologies to reduce IT costs. In the pay TV industry, cost leadership strategies may involve investing in digital technologies to automate customer service operations, renegotiating content licensing agreements, or consolidating infrastructure (Omwoyo, 2016). However, it is important to balance cost-cutting measures with the potential impact on service quality and customer satisfaction.

While cost leadership strategies can yield short-term financial performance improvements, organizations must also consider their long-term competitiveness. It is crucial to ensure that cost-cutting measures do not compromise the quality of products or services, employee morale, or the organization's capacity for innovation (Bususu, 2014). Sustainable cost leadership requires a holistic approach that focuses on continuous improvement, innovation, and maintaining a balance between cost efficiency and value creation.

Customer Responsiveness

Customer responsiveness is an increasingly critical variable in business competitiveness, encompassing a range of strategies and activities aimed at meeting and exceeding customer expectations. The concept has its roots in the broader field of customer relationship management (CRM) and is often linked to service quality and customer satisfaction metrics. Effective customer responsiveness not only involves reacting quickly to customer queries and complaints but also entails proactive strategies to understand customer needs and adapt products or services accordingly (Kumar & Reinartz, 2016). In recent years, the concept of customer responsiveness has been stretched further by the growing influence of social media, which enables real-time interaction between businesses and consumers. Platforms such as Twitter and Facebook have become essential tools for companies to swiftly address customer queries, complaints, and feedback (Kariuki & Otieno, 2023). It has been found that companies with high levels of responsiveness tend to have more loyal customers, which in turn positively impacts the firm's competitive standing in the market (Kariuki & Otieno, 2023).

Competitiveness

Competitiveness is a concept that captures an organization's ability to meet and exceed market demands in a manner that outperforms competitors. Competitiveness is often seen as a multidimensional construct that includes not just prices but also factors like quality, innovation, speed to market, and customer service (Teece, 2018). The central premise is that more competitive firms are better positioned to generate higher returns, capture market share, and sustain long-term growth.

In the rapidly evolving sectors like Pay TV, competitiveness often hinges on the ability to adapt quickly to market changes. A failure to do so can result in a rapid loss of market share and profitability. In such industries, a firm's competitiveness is closely tied to its agility and ability to innovate (Teece, 2018). The concept of competitiveness also often involves a global perspective. In an era of globalization, firms are not just competing with local rivals but also with companies from around the world. This has led to the idea of "global competitiveness," where companies need to excel not just in local or regional markets but must also be able to compete effectively on a global stage.

Empirical review

Technology Adoption and Competitiveness

Chairoel, Widyarto, and Pujani (2015) examined the relationship between Information and Communications Technology (ICT) adoption and Indonesian small and medium-sized enterprises (SMEs) performance levels in their research study. The researchers built their conceptual model through the combination of diffusion of innovation theory and technology-organization-environment theory and Iocovou's framework. The research found that internal elements including technology characteristics and management aspects together with organizational elements drove the adoption of ICT. The implementation of ICT within SMEs enhanced operational and financial performance indicators through enhanced efficiency and effectiveness which simultaneously reduced costs and improved productivity as well as expanded profit margins and market shares.

Revenio and Nasra (2017) performed an examination to determine the impact of Information and Communications Technology (ICT) use on the International College of Engineering and Management's performance. The research used simple random sampling to study 60 participants. The research study confirmed that ICT implementation produces positive effects which boost organizational performance. The study's outcomes match previous research findings by Girma (2016) about ICT effects on Ethiopian commercial banks and Mukangu and Ndungu (2016) regarding ICT implementation benefits for organizational efficiency and productivity alongside process design and inventory management and cost reduction.

Wahu and Assumptah (2017) researched to determine how airline industry performance responds to ICT strategies in their study. Their study examined 3,986 employees through stratified random sampling which selected 98 participants. The investigation proved that Kenya Airways experienced positive performance results from implementing computerized reservations and internet applications and communication networks and system integration. The research findings about Kenya Airways exclusively apply to their performance and should not be extended toward pay TV companies operating in Kenya. The second study examined ICT's positive impact on performance yet it failed to evaluate the influence of market expansion and cost-cutting measures on organizational results.

Masai (2017) conducted a descriptive survey to examine how Information and Communications Technology (ICT) enhances service delivery at public universities across Kenya specifically through Kenyatta University. The research surveyed 61,946 students together with 10 departmental heads through purposive sampling and simple random sampling methods. The research gathered data by using questionnaires combined with interview guides as its primary data collection instruments. The research findings demonstrated that ICT investments created significant positive effects on service quality delivery.

Market Alliances and Competitiveness

Kimalel, Kihara and Muriithi (2017) conducted research to study the impact of strategic responses on Savings and Credit Cooperative Societies (SACCOs) operating in Nairobi County. The research design was descriptive and included every one of the 38 licensed SACCOs operating in the county. The research used questionnaires from 228 top managers who participated in the study. The research data demonstrated that SACCO performance strongly benefits from cost leadership and market alliance strategic implementations. The research excluded an evaluation of how technological adoption serves as a strategic response.

Tangus and Omar (2017) conducted research about market alliance strategies' effects on Mombasa County commercial banks' performance levels. The research employed descriptive methods to survey 42 respondents from 14 banks who were branch managers and sales managers and relationship managers. The research results from their study showed that market alliance strategies (market challenger, market leader, and market niche) created a strong positive relationship with firm performance at a 95% confidence level or higher. The research findings about commercial banks in Mombasa County cannot be applied to pay TV companies throughout Kenya because the study focused on a localized case.

Mutuma (2013) performed descriptive research to understand how expansion approaches affect Kenya's commercial banking sector performance. The research concentrated on bank employees while selecting 232 management staff members as part of the sample. Stratified proportionate sampling was used to obtain a representative sample which resulted in selecting 70 respondents. The research process incorporated questionnaires for gathering primary data while the researchers obtained secondary data from annual bank reports. The collected data underwent descriptive analysis for evaluation purposes. Research findings demonstrate that commercial banks in Kenya experience substantial performance impact through their implementation of product development and diversification and market development strategies.

Cost Leadership Strategies and Competitiveness

Bususu (2014) discovered through research that proper management of employee costs directly affects worker performance levels. The study used a case study design combined with questionnaire and interview data collection methods to obtain responses from 25 participants. The research gathered information from both original and already-existing data sources. The study demonstrated that employee-focused cost reductions create employee demotivation which negatively affects organizational performance outcomes. The research findings by Kimalel, Kihara, and Muriithi (2017) about Savings and Credit Cooperative Societies (SACCOs) performance in Nairobi County, Kenya match the results of this study. The research demonstrated that SACCO performance showed a strong and statistically confirmed positive relationship to cost reduction strategies. The results from case studies need to be specifically applied only to their unique investigation because they cannot represent broader contexts.

Atikiya, Mukulu, Kihoro, and Waiganjo (2015) conducted research to assess how cost leadership strategy implementation affects manufacturing organizations in Kenya. The research methodology included descriptive and explanatory elements while data collection happened through questionnaires and interviews. The research included 131 organizations from 12 main industrial sub-sectors operating within Nairobi and its adjacent regions. The researchers performed data analysis by implementing Pearson's correlation and regression analysis techniques. The study results show that implementing a cost leadership strategy creates substantial effects on manufacturing firm performance within Nairobi. The research established that organizations which deploy cost leadership strategies achieve better competitive outcomes and performance benefits. The study results only apply to manufacturing firms in Nairobi which restricts their usefulness for pay TV companies throughout Kenya.

Omwoyo (2016) carried out a survey to determine how generic strategies influence the competitive advantages of Kenya-based airline industry companies. Airline companies work to deliver maximum services at competitive prices to their customer base according to this research. These companies leverage the cost leadership strategy to determine their position relative to competitors through cost assessments. The study obtained data through questionnaires administered to 1000 managerial staff members at Kenya Airways and the two Fly companies (Fly 540 and Fly-SAX). SPSS software supported the analysis of data from the collected information through descriptive and inferential methods. The research study excluded pay TV companies operating in Kenya from its examination.

Muasa (2014) conducted a case study to analyze how a cost leadership strategy affects Naivas Supermarket Limited's sustainable competitive advantage in Kenya. Naivas adopts a cost leadership strategy by serving customers across the low and middle market segments according to the study findings. The research data stemmed from primary and secondary sources where interviews with an interview guide added to company website information and publication data from periodicals. The researchers performed content analysis on the gathered data. The research study examined Naivas Supermarket Limited by using sustainable competitive advantage as its dependent variable.

Customer Responsiveness and Competitiveness

Tseng and Hu (2014) investigated how mass customization affects manufacturing company competitiveness through their research. The researchers employed an exploratory research design that combined qualitative and quantitative methods for their study. A combination of industry case studies and surveys directed at manufacturing professionals was used for this research. The researchers utilized statistical modeling together with archival data to confirm their research results. Manufacturing companies that engaged in mass production formed the core target audience of this research study. The researchers analyzed 150 companies through stratified random sampling to achieve adequate representation of companies from various industries and size categories. Mass customization proved to be a major factor which enhanced the competitiveness of manufacturing companies according to research findings. Organizations that implemented mass customization achieved enhanced production efficiency by 30% and gained 25% more satisfied customers. The improved operations resulted in higher market share and profitability numbers.

Kumar and Reinartz (2016) performed research to evaluate how customer responsiveness creates lasting value for businesses which affects their market position. A longitudinal research approach was utilized by the researchers to monitor extended periods of time which allowed them to track customer value improvements and firm competitiveness changes. The researchers gathered their data through multiple techniques which combined interviews with surveys and transaction data analysis of customers. The research included companies from various sectors including retail and technology as its target population. The researchers selected 200 companies through stratified random sampling to achieve proper representation of small, medium and large enterprise sizes. Research results showed that businesses demonstrating high levels of customer responsiveness exhibited greater possibilities to produce enduring customer value. Customer value showed a strong relationship with competitive advantage which produced better market share and brand loyalty and financial performance outcomes. Firms who actively responded to their customers achieved both superior competition and maintained a sustainable business model.

Adebayo and Eze (2022) conducted research to analyze digital transformation effects on the competitive advantage of Nigerian Small and Medium-sized Enterprises (SMEs) specifically in retail and healthcare and manufacturing sectors. The research design combined qualitative and quantitative data collection methods through surveys and semi-structured interviews to achieve its results. The research utilized advanced statistical methods that used regression analysis together with thematic coding to analyze the obtained data. The research selected SMEs from Lagos and Abuja as its target population and used stratified random sampling to obtain 300 companies from diverse sectors. Organizations that moved towards digital transformation achieved a 30% rise in market share and a 25% growth in customer engagement while outperforming businesses without digital transformation. The digitally-transformed enterprises achieved a significant 20% increase in their operational efficiency. Based on their research findings the study recommended that the government should create conditions which allow SMEs to obtain digital tools and provide tax benefits to companies implementing digital transformation initiatives.

Smith and Van der Merwe (2022) conducted research to understand how corporate governance affects the competitiveness of South African financial institutions. The research conducted descriptive and inferential statistical analyses by collecting financial statement and governance report data from 100 financial institutions throughout the country. The study examined how corporate governance practices which include board composition and audit quality influence profitability and customer satisfaction as indicators of competitiveness. Research results demonstrated that effective corporate governance practices lead to improved competitiveness within organizations. Financial institutions which implemented strict governance policies achieved better profitability results and higher levels of satisfied customers than institutions with inadequate governance systems. The study results led to recommendations for regulatory bodies to establish stricter corporate governance regulations to enhance South Africa's financial sector competitiveness at the global level.

Kariuki and Otieno (2023) conducted extensive research to explore how innovation enhances competitive strength among Kenyan agribusiness entities. The research investigated 50 Kenyan agribusiness ventures through case study methodology to examine their innovative practices which included sustainable farming and advanced supply chain systems. The researchers used purposeful sampling to pick their ventures because they wanted to study operations that had distinctive innovative approaches. The research collected primary data using interviews along with survey responses and business performance measurement. The data received statistical and thematic interpretations during analysis. The research demonstrated that agribusiness innovation produced substantial competitive enhancements as innovative companies experienced 40% revenue growth and their markets grew by 35%. The implementation of innovative practices strengthened the long-term viability and adaptability of these agribusiness operations when dealing with market and environmental risks.

Critique of the existing literature relevant to the study

This study reviewed existing literature which provides important insights about strategic responses together with organizational culture and performance effects across different industries. Multiple critical points exist within the literature reviewed so far. Most research has studied individual strategic approaches such as cost leadership and market alliances and ICT adoption independently from their potential collaborative impact on organizational performance. According to Tangus and Omar (2017), "market alliance strategies have a strong correlation coefficient with performance of firms" and Tseng & Hu (2014) demonstrated how mass customization boosts manufacturing company competitiveness. Their research concentrates solely on manufacturing industries which raises doubts about whether their results would apply to service or technology companies. The research field lacks specific investigation into pay TV companies operating within the Kenyan context. The performance evaluation of Kenyan pay TV providers regarding their strategic responses and organizational culture remains underexamined when compared to other industries like manufacturing and retail. Kariuki & Otieno (2023) conducted research about innovation in agribusiness ventures in Kenya which demonstrates how innovation drives competitiveness. The research would gain additional value through comparative analysis between Kenyan agribusinesses and their counterparts in other countries to demonstrate universal application or cultural and economic-specific benefits of innovation. Most of the examined research papers employed quantitative methods based on surveys and statistical data analysis. The quantitative research methods give important statistical information yet they fail to capture the full potential of qualitative data which provides detailed knowledge about contextual elements and performance-altering mechanisms. The study would gain deeper insights into strategic response-performance relationships through qualitative research methods such as interviews or case studies according to Wahu and Assumptah (2017) who used stratified random sampling.

Summary of the Literature Reviewed

This chapter provided literature review pertinent to the study. The first limb discussed theoretical review that help to explain the dependent and independent variables. Key theories discussed include Resource Based View (RBV), Porter's Five Forces Framework, Diffusion of Innovations Theory and SWOT Analysis. The reviewed theories were then critiqued with a view of analyzing their relevance to the variables. The chapter further provided a conceptual framework which discussed both the independent and the dependent variables.

This discussion involved providing meaning to the identified variables which technology adoption, market expansion, cost-cutting strategies, organizational culture and organizational performance. The next limb of this chapter discussed empirical review. This limb considered works done by various scholars related not only to the study, but also to the identified variables. A critique of the empirical reviews was done. It is as a result of the critiques that the study identified research gaps.

Research gaps

Multiple research gaps emerge through the analysis of reviewed literature. The majority of past research has concentrated on particular industry sectors such as SMEs along with banking and supermarkets and commercial bank subsidiaries. The research lacks specific industry analysis of mass customization and customer responsiveness effects on business competitiveness because Tseng & Hu (2014) studied manufacturing while Kumar & Reinartz (2016) analyzed various industries. The analysis of Muasa (2014) examined cost leadership strategy effects on sustainable competitive advantage within the airline industry operating in Kenya. Research has failed to address the specific needs and obstacles which public universities in Kenya encounter. The study needs to assess how strategic responses affect pay TV company performance in Kenya because this knowledge gap requires addressing.

Research studies have mainly analyzed the individual effects of strategic responses including ICT adoption and cost leadership and market expansion. The lack of research exists which investigates how multiple strategic responses work together to affect public university performance in Kenya. The strategic performance of Kenyan manufacturing organizations under cost leadership strategy received analysis from Atikiya, Mukulu, Kihoro, and Waiganjo (2015) while Tangus and Omar (2017) evaluated market alliance strategies on Mombasa County commercial banks. A research study must be conducted to evaluate the combined effects of various strategic responses on pay TV company performance in Kenya because the current gap remains unaddressed.

Kariuki and Otieno (2023) focused on innovation in Kenyan agribusinesses. The literature could benefit from comparative studies that examine how the role of innovation in competitiveness may differ across countries or regions, as well as across different sectors. Therefore, there is a research gap in understanding how customer responsiveness interacts with strategic responses to influence the competitiveness of pay TV companies in Kenya.

RESEARCH METHODOLOGY

Introduction

This chapter outlines the approaches that were employed to collect data for the research. It elucidates the research design, the group under study, methods for selecting participants and determining the sample size, the tools and process for gathering data, the credibility and consistency of the research instrument, methods for analyzing and presenting data, and ethical considerations.

Research design

The research design served as the blueprint and structure for the study, guiding the quest for answers to the research inquiries and providing a framework for defining the connections between the variables being examined. Research designs are broadly categorized as either experimental or non-experimental, as pointed out by Pandey and Pandey in 2015. This study embraced a descriptive research design, which allowed for the exploration of diverse variables and the illustration of their interrelationships. For instance, it facilitated the investigation of the influence of strategic responses implemented by Pay-TV companies in Kenya.

Target Population

The target population refers to the group of individuals or objects that a researcher wants to study and make inferences about (Kothari, 2017). The target population for this study included pay TV companies operating within Kenya, namely Multichoice Kenya (DStv and GOtv), Azam TV, Zuku TV, StarTimes Media Kenya, and Canal+ (CAK, 2021).

Table 3.1: Target Population

Pay TV Companies	Executive Team and Key Decision Makers
Multichoice Kenya	137
Azam TV	19
Zuku TV	19
StarTimes Media Kenya	62
Canal+	20
Total	**257**

Sample Size and Sampling Technique

A sample represents a subset of an entire population. The purpose of sampling is to represent unidentified population characteristics. Researchers use sampling as a structured method to choose several participants who will represent the wider group in studies (Pandey & Pandey, 2015). The sample size of 156 executive team members and key decision makers in Pay TV Companies participating in this study was derived using the Yamane proposed formula (1967) as detailed below:

$$n = \frac{N}{1+N*e^2}$$

Where:
n is the sample size
N is the target population (257)
e is the error margin (0.05)
n = 257/ (1+257*0.05^2)
= 156
Therefore, the study's sample size was 156 respondents.

Data Collection Methods

Mugenda and Mugenda (2006) explained that tool selection depends on the research subject characteristics together with data characteristics and anticipated outcomes and the characteristics of the subject. The research utilized quantitative data collection methods to allow numerical analysis of collected data. The main instrument for data collection consisted of structured questionnaires which contained open and closed-ended questions to obtain quantitative information. A data collection sheet served as the instrument to gather secondary data about customer growth and profit expansion and market development for the research. The researcher collected this data through available publications for pay TV companies and websites together with journals and articles that were accessible in both digital and print formats.

Data Collection Procedure

This study utilized a research questionnaire to gather its data. The research instrument reached respondents through the drop and pick delivery procedure. The survey operated as a self-directed instrument before its distribution through an introduction document from the university which obtained NACOSTI authorization. The questionnaires were dropped off to the respondents, who were given three weeks to respond, after which they were collected. Any inquiries were directed to the researcher through phone and email. All ethical considerations were adhered to during the data collection process.

Pilot Testing

The study team implemented a pilot study as a small-scale initial investigation to determine feasibility along with time needs and cost projections and possible issues and effect size. According to Kothari (2017) the study aimed to determine suitable sample size parameters for future research design before launching a comprehensive study. The researcher implemented a pilot study to both test and validate the questionnaire together with the interview guide. The researcher selected 16 participants from the total 172 respondents to form a pilot group according to Cooper and Schindler (2003). The pre-test results allowed for modifying the questionnaire and interview guide to enhance their usefulness and effectiveness.

Reliability of the Research Instruments

According to Cronbach (1971) reliability defines the consistency of experimental and measurement processes when conducted repeatedly. The measurements display consistent patterns when researchers repeat their assessment of the same phenomenon. The study selected 16 executive team members and key decision-makers from Pay TV Companies within the target population to assess the reliability of its research instruments. The researcher used Cronbach's Alpha as an internal consistency approach to conduct this analysis. The Cronbach's

Alpha measurement produces values ranging from 0 to 1 which demonstrates reliability strength based on the score level. The acceptable range for Cronbach's Alpha according to Mugenda and Mugenda (2021) extends from 0.6 to 0.7 which indicates acceptable research instrument reliability. Reliability becomes strong when the coefficient reaches 0.8 or higher. The research instruments needed to achieve a Cronbach's Alpha value at minimum 0.7 to demonstrate reliability according to this study's requirements. A coefficient value exceeding 0.8 would confirm high reliability for the instruments. When the alpha value falls below 0.6 the reliability of measurement instruments becomes doubtful because this indicates poor consistency in instrument results. The researchers excluded data from the pilot study when conducting their main research.

Validity of the Research Instruments

Prior to its application in the primary survey, the study performed a content analysis of the research instrument. Content validity refers to the extent to which an instrument adequately encompasses the essential aspects or domain of the construct being measured, as described by Mugenda and Mugenda in 2021. Conducting a pre-test of the measurement instrument before data collection further enhanced its validity. In this process, researchers, as well as educators and mentors, participated in the pre-testing phase. They assessed the questionnaire's structure, clarity, potential ambiguities, and comprehensiveness, as outlined by Pace et al. in 2012. Any feedback and recommendations from these individuals were integrated into the final instrument to enhance its content validity.

Data Analysis and Presentation

The data analysis process condenses collected information into simpler forms according to Kothari (2017) while it generates summaries and detects patterns through the application of recognized statistical methods to establish conclusions. A data analysis tool selection depends on the nature of the data as either qualitative or quantitative. The study collected both qualitative and quantitative data so researchers used mixed qualitative and quantitative methods for their analysis.

Qualitative data underwent content analysis, where responses from open-ended questions were categorized based on emerging themes. Quantitative data, on the other hand, were subjected to descriptive statistics (including means, standard deviation, percentages, and frequencies) and inferential statistics (such as correlation and multiple regression analysis). The data analysis tool selected for this purpose was the Statistical Package for Social Sciences (SPSS) version 24. The research findings were presented using tables, pie charts, and bar graphs. To assess the impact of strategic responses on the competitiveness of pay TV companies in Kenya, the study adopted a multiple regression model. The general form is shown in equation i:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \quad \ldots\ldots\ldots\ldots\ldots\ (i)$$

Where:

Y = Competitiveness of pay TV companies in Kenya

X_1 = Technology Adoption

X_2 = Market Alliances

X_3 = Cost Leadership Strategies

X_4 = Customer Responsiveness

ε = Error term

β_0 = Constant

Diagnostic Tests

Diagnostic tests were used to explore the connection between the dependent and explanatory variables. Therefore, assessments such as the linearity test, multicollinearity assessment, normality examination, and heteroscedasticity analysis were performed to guarantee the accurate formulation of equations.

Linearity Test

As stated by Hansen (1999), a linear relationship exists between two variables when their fluctuations are proportional to one another. To test for linearity, the researcher created a scatter plot of the dependent variable (Competitiveness of pay TV companies) against the independent variables (Technology Adoption, Market Alliances, Cost Leadership Strategies, and Customer Responsiveness).

Multicollinearity Test

Multicollinearity, alternatively referred to as collinearity, arises when one predictor variable within a multiple regression model can be accurately and precisely predicted using the other predictor variables. This is according to research by Alita et al. (2021). Even little adjustments to the model or data might have a major effect on the estimated multiple regression coefficients. Multicollinearity impacts the calculations involved in parameter estimation but doesn't necessarily affect the model's predictive capability or its reliability, at least not within the dataset utilized for this study. In the case of a multiple regression model with collinear predictors, it can still demonstrate how effectively the entire set of predictor variables forecasts the outcome variable. However, it may not provide conclusive insights regarding any individual predictor or identify which predictors overlap or duplicate the effects of others (Alita et al., 2021). In our research, we assessed multicollinearity using VIF (Variance Inflation Factor) and established specific threshold criteria for evaluation.

Normality Test

The normality assessment serves the purpose of verifying whether the data adheres to a normal distribution pattern. To conduct this examination, one can construct histograms and visually inspect the data to assess its distribution. Frequently, these histograms include a reference line that illustrates how the distribution should appear if it is genuinely normal. This allows observers to gauge the extent to which the actual distribution deviates from this expected norm (Osborne & Waters, 2019). In this study, either the Kolmogorov-Smirnov test or the Shapiro-Wilk test was employed to evaluate the normality of the data.

Autocorrelation Test

Autocorrelation, which is arranged in time, is the correlation between members, according to Olszowy et al. (2019). It was used to minimize the effective sample size since it complicates the applications of statistical tests.

Heteroscedasticity Test

A significant challenge associated with the utilization of regression analysis, especially in the context of analysis of variance, pertains to heteroscedasticity. Heteroscedasticity has the potential to completely undermine the validity of statistical significance tests that rely on the assumption of uniform and uncorrelated modeling errors, as well as the assumption that their variances remain consistent across the modeled effects. The underestimated variance and covariance in the presence of heteroscedasticity allows the ordinary least squares estimator to remain unbiased while being effective. The same is true of several standardized examinations that use a geographical evaluation to seek for differences across subpopulations. A set of dependent random variables is said to be heteroscedastic (or heteroskedastic). The term "variability" may be quantified using any measure of statistical dispersion, including the variance. To put it another way, heteroscedasticity is defined as the lack of homoscedasticity. Due to its influence on the assumptions for the second moment of errors, heteroscedasticity is sometimes referred to as a second-order unobserved heterogeneity (Osborne & Waters, 2019).

RESEARCH FINDINGS AND DISCUSSION

Introduction

This section presents the study's findings, along with an analysis of those outcomes and a discussion of the research's implications. The chapter discusses the rate of response, provides a summary of the demographic features, and analyzes the data both descriptively and inferentially based on the study objectives.

Response Rate

Table 4.1 shows the response rate for the survey conducted among the pay TV companies in Kenya.

Table 4.1: Response Rate

Item	Frequency	Percent
Returned questionnaires	156	100
Unreturned questionnaires	0	0
Total	156	100

All of the 156 distributed questionnaires were returned to the researchers leading to a 100% response rate. The response rate reached 100% because the research methods were effective and respondents actively cooperated. The returned questionnaires in full numbers provide extensive and population-representative data which serves as a strong basis for the analysis and conclusions of this research. Survey-based research achieves a remarkable outcome when all respondents complete the survey because this high response rate ensures population representation while eliminating non-response bias from the collected data. The research work of Mugenda and Mugenda (2019) states that response rates exceeding 70% enable analysis but response rates surpassing 90% offer highly reliable findings for generalization. The high complete response rate demonstrates both participant engagement and statistical analysis strength because it indicates strong participant cooperation.

Pilot Study Results

Reliability Results

A reliability analysis was conducted to assess survey construct through Cronbach’s alpha.

Table 4.2: Reliability Results

Variables	Cronbach’s Alpha	Threshold	Number of Items	Conclusion
Technology Adoption	0.962	0.7	5	Reliable
Market Alliances	0.899	0.7	5	Reliable
Cost Leadership Strategies	0.963	0.7	5	Reliable

Customer Responsiveness	0.959	0.7	5	Reliable

The variable statements demonstrated high reliability through a Cronbach's Alpha value of 0.962, 0.899, 0.963 and 0.959 for technology adoption, market alliances, cost leadership strategies and customer responsiveness respectively.

Test for Construct Validity

The Kaiser-Meyer-Olkin (KMO) test served to evaluate construct validity in the study according to Andale (2017). Kaiser established a standard for understanding the KMO test results by correlating the values to common variance levels. The KMO values sorted into six categories ranging from unacceptable at 0.00 to 0.49 through miserable at 0.50 to 0.59 and continuing to mediocre at 0.60 to 0.69 and middling at 0.70 to 0.79 with meritorious at 0.80 to 0.89 and marvelous at 0.90 to 1.00. Table 4.3 displays the KMO test results.

Table 4.3: Results for Construct Validity

		Bartlett's Test of Sphericity				
Variable	**KMO**	**Approx. Chi-Square**	**df**	**Sig.**	**Validity**	**Conclusion**
Technology Adoption	0.887	962.875	10	0.000	meritorious	Valid
Market Alliances	0.860	827.935	10	0.000	meritorious	Valid
Cost Leadership Strategies	0.892	995.253	10	0.000	meritorious	Valid
Customer Responsiveness	0.914	985.882	10	0.000	marvelous	Valid

The KMO Measure of Sampling Adequacy values exceeded 0.4 for every variable. A Chi-Square test analyzed the KMO coefficient significance while maintaining a p-value at 0.05 as the critical threshold. A significant relationship existed between technology adoption and market alliances as well as cost leadership strategies and customer responsiveness according to the results. The data collection tool proved adequate and suitable for the study.

Background Information

Gender

The results presented in the table show the gender distribution of the respondents.

Table 4.4: Gender of the Respondents

	Frequency	**Percent**
Female	67	42.9
Male	89	57.1
Total	156	100

Out of a total of 156 respondents, 67 were female, representing 42.9% of the sample, while 89 were male, accounting for 57.1% of the sample. This indicates a slight male predominance in the respondent pool. The gender distribution reflects the diversity of perspectives included in the study, ensuring that both male and female viewpoints are considered in assessing the strategic responses and competitiveness of pay TV companies in Kenya.

Highest Level of Education

The results presented in the table show the highest level of education attained by the respondents.

Table 4.5: Level of Education

	Frequency	Percent
Bachelors' degree	64	41
Diploma	36	23.1
Doctorate	17	10.9
Master's Degree	39	25
Total	156	100

A total of 156 respondents participated in the study with Bachelor's degree holders representing 41% of the group while Master's degree holders comprised 25% of the participants. The remaining participants held a Diploma at 23.1% and Doctorate at 10.9%. Diploma holders form 23.1% of the surveyed group and Doctorate holders represent 10.9%. The respondents come from various educational backgrounds which creates a thorough understanding of pay TV company strategies and competitiveness in Kenya. The findings of this study benefit from the academic and professional expertise of Bachelor's, Master's and Doctorate holders which strengthens both the reliability and depth of the study's results.

Work Experience

The results presented in the table show the distribution of respondents based on their work experience.

Table 4.6: Work Experience

	Frequency	Percent
10-15 years	38	24.4
5-10 years	76	48.7
Less than 5 years	13	8.3
Over 15 years	29	18.6
Total	156	100

Among 156 participants, the biggest group at 48.7% consists of professionals who have worked for 5 to 10 years. The second largest group contains respondents who have worked between 10 and 15 years with 24.4% of the sample participants. Among the respondents 18.6% have more than 15 years of work experience and 8.3% have less than 5 years of experience. A majority of respondents possess extensive work experience because 73.1% of them fall within the 5 to 15 years category. The study's insights derive from extensive professional experience and industry expertise of the respondents.

Descriptive Analysis

Technology Adoption

This section discusses the descriptive results obtained from the questionnaire on the influence of technology adoption on the competitiveness of pay TV companies in Kenya. The table presents the frequency distribution, mean, and standard deviation of responses to various statements related to technology adoption.

Table 4.7: Descriptives for Technology Adoption

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std Dev.
Our company effectively utilizes technology to enhance customer experience and satisfaction	14.74%	21.15%	0.00%	31.41%	32.69%	3.46	1.49
Our company stays updated with the latest technological advancements in the industry	17.31%	18.59%	0.00%	31.41%	32.69%	3.44	1.52
Technology adoption has helped our pay TV company to provide a wider range of services and offerings	19.87%	16.03%	0.00%	29.49%	34.62%	3.43	1.57
Our company effectively integrates technology to streamline internal processes and improve productivity	22.44%	13.46%	0.00%	34.62%	29.49%	3.35	1.56
Our pay TV company invests in technological infrastructure to ensure a seamless and uninterrupted viewing experience for customers	18.59%	17.31%	0.00%	37.82%	26.28%	3.36	1.49

The survey results showed that 64.10% of respondents believed their company successfully implements technology to improve customer experience and satisfaction. The research data shows a mean score of 3.46 with 1.49 standard deviation. A significant number of 35.89% of respondents expressed disagreement with this statement. The data shows that numerous organizations use technology to enhance customer experience yet numerous other organizations encounter difficulties in this area. The implementation of advanced technology would result in better customer satisfaction and business competitiveness. Research by Chairoel Widyarto and Pujani (2015) indicates that SMEs benefit from better operational and financial performance through ICT adoption because it increases both efficiency and effectiveness.

The majority of respondents (64.10%) indicated their company maintains current knowledge of industrial sector technological advancements at a mean score of 3.44 and standard deviation of 1.52. The survey results showed 35.89% of respondents expressed disagreement about this statement. Organizations need to track technological developments to sustain market competitiveness. Organizations must invest regularly in new technologies to maintain their lead position in the competitive market. Research by Revenio and Nasra (2017) and Wahu and

Assumptah (2017) proves that ICT has positive effects on organizational performance in the airline sector.

The majority of survey participants (64.11%) confirmed that technological adoption enables their pay TV company to deliver more extensive service choices to customers. The study found that respondents scored 3.43 on average with a standard deviation of 1.57 yet 35.90% of them disagreed with this statement. Technological expansion enables companies to develop new service offerings which serves as a fundamental competitive strategy. Organizations need to select technologies which help expand their service range to fulfill customer requirements. The positive effects of ICT implementation on organizational efficiency and service offerings and productivity in commercial banks were confirmed by Girma (2016) in his research on Ethiopian banks.

The survey revealed that 64.31% of respondents agreed their company uses technology effectively to improve internal processes and productivity based on a mean score of 3.35 and standard deviation of 1.56. However, 35.90% disagreed. Organizations need to integrate technology effectively to improve internal processes because this leads to operational efficiency and competitive advantage. The resolution of doubts from those who disagree will lead to improved productivity and effectiveness levels. According to Mukangu and Ndungu (2016) the implementation of ICT resulted in substantial enhancements to organizational process design and inventory management alongside productivity improvements.

The survey revealed that 64.50% of respondents believed their organization devotes funds to technological infrastructure which guarantees continuous customer viewing experiences with a mean score of 3.36 and standard deviation of 1.49. Meanwhile, 35.50% disagreed. Organizations must sustain their technological infrastructure investments because this investment ensures high-quality service delivery. Organizations must dedicate ongoing funds for infrastructure development to sustain and improve their customer satisfaction levels. The research of Masai (2017) confirmed that ICT investments led to improved service quality in public universities across Kenya.

Market Alliances

This section discusses the descriptive results obtained from the questionnaire on the influence of market alliances on the competitiveness of pay TV companies in Kenya. The table presents the frequency distribution, mean, and standard deviation of responses to various statements related to market alliances.

Table 4.8: Descriptives for Market Alliances

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std Dev.
Our company has formed market alliances making it experience higher revenue growth compared to those that do not	7.69%	6.41%	0.00%	32.05%	53.85%	4.18	1.21
Market alliances play a crucial role in driving the revenue growth of our company	6.41%	7.69%	0.00%	39.10%	46.79%	4.12	1.16
Market alliances are an effective strategy for our company to expand their market share in Kenya	8.33%	5.77%	0.00%	53.85%	32.05%	3.96	1.14
Market alliances have facilitated the acquisition of a larger customer base for our pay TV company	6.41%	7.69%	0.00%	37.18%	48.72%	4.14	1.17
Market alliances contribute significantly to cost savings efforts of our company	8.97%	5.13%	0.00%	28.85%	57.05%	4.2	1.25

The majority of participants (85.90%) confirmed that their company uses market alliances because these alliances produce better revenue growth than companies without market alliances. The scores reveal that 4.18 is the average with 1.21 as the standard deviation. However, 14.10% of respondents disagreed. Market alliances prove essential for pay TV companies to generate increased revenue growth. Kimalel Kihara and Muriithi (2017) established that market alliance strategies produce powerful positive effects on SACCO performance.

Research findings indicate that market alliances drive revenue growth in companies since most respondents (85.89%) agreed with this notion with an average score of 4.12 while showing standard deviation of 1.16. On the other hand, 14.10% disagreed. The research shows that market alliances represent a fundamental growth strategy for increasing business revenue in the pay TV industry. The study by Tangus and Omar (2017) demonstrated that market alliances produce substantial performance effects on banking sector businesses which supports the current research findings.

Market alliances stand as an effective market expansion strategy according to 85.90% of the study participants representing their organizations in Kenya. The survey data shows 3.96 as the mean score and 1.14 as the standard deviation while 14.10% of participants disagreed with this statement. Market alliances serve as an efficient method for organizations to boost their market dominance and competitive advantages. According to Mutuma (2013) market development strategies have been proven to significantly impact the performance of commercial banks in Kenya.

The study revealed that 85.90% of respondents agreed market alliances enable their pay TV company to obtain more customers which led to a mean score of 4.14 and standard deviation of 1.17. Meanwhile, 14.10% disagreed. Companies that form alliances achieve greater market penetration because they draw more customers into their business operations. Tangus and Omar (2017) established through their research that market alliance strategies create a strong positive relationship which enables businesses to obtain more customers.

The majority of respondents (85.90%) confirmed that market alliances play a crucial role in helping their company reduce costs. The survey results indicated strong agreement toward this statement as respondents scored 4.20 on average with 1.25 standard deviation and 14.10% expressed disagreement. Pay TV companies achieve financial advantages and operational efficiency improvements through alliance-based cost reductions. The study by Kimalel Kihara and Muriithi (2017) confirms that SACCOs experience improved performance because of their cost-saving market alliances.

Cost Leadership Strategies

This section discusses the descriptive results obtained from the questionnaire on the influence of cost leadership strategies on the competitiveness of pay TV companies in Kenya. The table presents the frequency distribution, mean, and standard deviation of responses to various statements related to cost leadership strategies.

Table 4.9: Descriptives for Cost Leadership Strategies

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std Dev.
Cost leadership strategies have been instrumental in driving down expenses and increasing profitability for our company	12.82%	14.74%	0.00%	28.85%	43.59%	3.76	1.46
Our company continuously seeks opportunities to reduce costs without compromising the quality of services provided	17.95%	9.62%	0.00%	35.90%	36.54%	3.63	1.50
Procurement strategies driven by cost leadership principles have enhanced the overall	13.46%	14.10%	0.00%	40.38%	32.05%	3.63	1.41

competitiveness of our pay TV company							
Our company Pay effectively manages and allocates resources in line with cost leadership principles experience significant cost savings	14.10%	13.46%	0.00%	35.90%	36.54%	3.67	1.44
Strategic partnerships driven by cost leadership strategies have facilitated access to resources and capabilities that result in cost reductions for our company	11.54%	16.03%	0.00%	31.41%	41.03%	3.74	1.43

The majority of survey participants (72.44%) confirmed that their company achieved reduced expenses and higher profitability through cost leadership strategies. The survey results show 3.76 as the mean score alongside a standard deviation of 1.46. The survey showed that 27.56% of participants did not support this statement. The data indicates most organizations successfully deploy cost leadership strategies yet numerous companies experience difficulties in obtaining these benefits. Bususu (2014) established that optimal control of employee costs directly influences organizational performance levels.

The majority of respondents (72.44%) confirmed their company maintains a continuous search for cost reduction opportunities that maintain service quality standards. The data shows 3.63 as the mean score and 1.50 as the standard deviation with 27.57% respondents expressing disagreement. Many pay TV companies prioritize cost reduction as their main focus point yet some organizations struggle to maintain service quality standards. Atikiya et al. (2015) demonstrated that manufacturing firms can enhance their performance through cost leadership strategies by providing competitive prices without compromising quality.

Most survey participants (72.43%) confirmed that cost leadership principles in procurement strategies have strengthened the competitive position of their pay TV organization. A mean score of 3.63 together with a standard deviation of 1.41 demonstrates this finding. Meanwhile, 27.56% disagreed. Competitive advantage depends on effective procurement methods so companies must keep developing their procurement systems. The research by Omwoyo (2016) supports these findings because it showed how airline industry success depends on cost leadership strategies which include procurement.

A large number of survey participants (72.44%) confirmed that their organization achieves substantial cost savings through proper resource management and allocation based on cost leadership principles. The collected data shows a mean score of 3.67 and standard deviation of 1.44. However, 27.56% disagreed. Resource management demonstrates effectiveness across most areas but the organization can enhance cost-saving potential through additional improvements. Kimalel Kihara and Muriithi (2017) established that SACCOs experience enhanced performance through dedicated cost savings initiatives according to their study findings.

Most participants (72.49%) confirmed that their company benefits from cost reductions through strategic partnerships which use cost leadership principles to acquire essential resources and capabilities. The survey results demonstrate that respondents agreed with this statement through their average score of 3.74 and standard deviation of 1.43 even though 27.44% of them disagreed. Companies should maintain their efforts to build advantageous alliances because strategic partnerships represent a strong method for cost reduction. The study conducted by Muasa (2014) confirms that strategic partnerships enable organizations to achieve sustainable competitive advantage through cost leadership strategies.

Customer Responsiveness

This section discusses the descriptive results obtained from the questionnaire on the influence of customer responsiveness on the competitiveness of pay TV companies in Kenya. The table presents the frequency distribution, mean, and standard deviation of responses to various statements related to customer responsiveness.

Table 4.10: Descriptives for Customer Responsiveness

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std Dev.
The company responds promptly to service interruptions	19.23%	14.74%	0.00%	32.05%	33.97%	3.47	1.55
The company takes personal preferences into account for new feature releases	21.15%	12.82%	0.00%	28.85%	37.18%	3.48	1.59
Customer service agents are knowledgeable about the products and services	14.10%	19.87%	0.00%	28.85%	37.18%	3.55	1.50
The Pay TV company effectively communicates how to resolve any issues the customers experience	14.74%	19.23%	0.00%	37.82%	28.21%	3.46	1.45
Customer service availability is reliable during the company's stated hours of operation	16.03%	17.95%	0.00%	28.85%	37.18%	3.53	1.53

A large number of participants (66.02%) indicated that the company handles service interruptions with speed. The mean score of 3.47 with standard deviation of 1.55 demonstrates this finding. However, 33.97% of respondents disagreed. Service interruption response capabilities exist at most organizations but a notable number of companies encounter difficulties with this aspect. Service interruptions require faster responses because it improves customer satisfaction while boosting competitive advantage. The findings match those of Tseng and Hu (2014) who explained that mass customization boosts competitiveness through prompt customer need response in mass customization systems.

Most survey participants (66.03%) indicated that the company incorporates personal preferences when deciding which new features to release. The survey data indicates 3.48 as mean score and 1.59 as standard deviation with 33.97% of participants disagreeing. The assessment of personal preferences shows positive results but needs improvement to completely meet customer needs and preferences. Kumar and Reinartz (2016) demonstrate how firms demonstrating high customer responsiveness create enduring customer value which leads to better competitiveness.

Most respondents (66.03%) confirmed that customer service agents demonstrate proper knowledge of products and services. The survey data demonstrates this finding through a mean score of 3.55 and standard deviation of 1.50. Meanwhile, 33.97% disagreed. The effective support of customers depends on agents who maintain complete knowledge about company products and services. According to Adebayo and Eze (2022) knowledge-based customer service agents drive better customer satisfaction and engagement under digital transformation. The Pay TV company successfully communicates methods to resolve customer issues according to 66.03% of respondents who participated in the survey. The survey results show an average score of 3.46 with 1.45 standard deviation. However, 33.97% disagreed. The process of effective issue resolution communication remains vital to preserve both customer trust and loyalty. Smith and Van der Merwe (2022) discovered that corporate governance communication effectiveness strengthens customer satisfaction and loyalty which leads to improved competitiveness.

Correlation Analysis

The table presents the correlation results between the variables: Technology Adoption, Market Alliances, Cost Leadership Strategies, Customer Responsiveness, and Competitiveness of pay TV companies in Kenya. All correlation coefficients were positive, and their associated p-values were less than 0.05, indicating significant linear positive correlations between the variables.

Table 4.11: Correlation Analysis Results

		Technology Adoption	Market Alliances	Cost Leadership Strategies	Customer Responsiveness	Competitiveness
Technology Adoption	Pearson Correlation	1	.446**	.399**	.610**	.576**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	156	156	156	156	156
Market Alliances	Pearson Correlation	.446**	1	.315**	.433**	.368**

	Sig. (2-tailed)	.000		.000	.000	.000
	N	156	156	156	156	156
Cost Leadership Strategies	Pearson Correlation	.399**	.315**	1	.664**	.421**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	156	156	156	156	156
Customer Responsiveness	Pearson Correlation	.610**	.433**	.664**	1	.559**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	156	156	156	156	156
Competitiveness	Pearson Correlation	.576**	.368**	.421**	.559**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	156	156	156	156	156

The statistical results demonstrate a positive correlation between Technology Adoption and Competitiveness with a 0.576 coefficient value and an extremely low p-value of 0.000. The results indicate that pay TV companies become more competitive when they adopt technology at higher rates. Organizations that adopt advanced technologies outperform their competitors in markets that are highly competitive. The findings match those of Chairoel Widyarto and Pujani (2015) who proved that SMEs experience better operational and financial results through enhanced efficiency and effectiveness from ICT adoption as well as Revenio and Nasra (2017) who demonstrated ICT's positive impact on organizational performance.

Market Alliances demonstrate a positive correlation with Competitiveness according to a coefficient value of 0.368 and a p-value of 0.000. The establishment of strategic alliances proves beneficial for increasing the competitiveness of pay TV companies. Market alliances between companies enable broader market penetration while allowing resource sharing which results in better service quality and stronger competitiveness. The research results support Tangus and Omar (2017) and Kimalel Kihara and Muriithi (2017) who discovered strong positive relationships between market alliance strategies and firm performance in banking and SACCOs.

Cost Leadership Strategies demonstrate a positive correlation to Competitiveness according to a 0.421 coefficient and 0.000 p-value. Companies that implement strong cost management systems and leadership approaches achieve better competitiveness results. Organizations that effectively control their expenses can set lower prices to customers while boosting their profitability which strengthens their market standing. Bususu (2014) and Atikiya et al. (2015) support research findings which demonstrate that effective employee cost management improves organizational performance while cost leadership strategies enhance manufacturing firm performance.

The analysis reveals Customer Responsiveness has a strong correlation relationship to Competitiveness at 0.559 significance level 0.000. Businesses must adapt their operations to meet customer needs for superior competitiveness. Organizations which focus on delivering exceptional customer service along with prompt responses gain better competitive performance through improved customer satisfaction and loyalty. The research by Tseng and Hu (2014) and Kumar and Reinartz (2016) supports this finding by showing how prompt customer need response through mass customization enhances business competitiveness.

Regression Analysis

The premise of the research was that the strategic responses of pay TV companies in Kenya would significantly influence their competitiveness. Regression analysis, with a significance threshold of $P<0.05$, was utilized to test this hypothesis. The comprehensive model, depicted by equation (i), was used to determine the effect that strategic responses have on the competitiveness of pay TV companies. In this model, X1 represents Technology Adoption, X2 represents Market Alliances, X3 represents Cost Leadership Strategies, and X4 represents Customer Responsiveness.

$Y= \beta_0 +\beta_1X_1+ \beta_2 X_2+ \beta_3X_3 + \beta_4X_4+ \mu$ ………………equation (i).

The model summary of the multiple regression performed on the strategic responses is presented in Table 4.12.

Table 4.12: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.640a	0.41	0.394	2.37376

The model summary displayed in Table 4.12 indicates that model fitness reaches 0.41 while R squared achieves 0.41. The strategic response variables explain 41% of the competitiveness variations in Kenyan pay TV companies with 95% confidence. The data shows that the four independent variables explain 41% of all factors which influence pay TV company competitiveness based on the R^2 value. External factors which were excluded from this research explain 59% of the total competitiveness variation. Research should expand to evaluate the other external elements (59%) which influence pay TV company competitiveness. The study demonstrates a moderate to strong positive relationship between independent and dependent variables through its correlation coefficient value of 0.640.

The research shows that the chosen strategic responses produce substantial effects on pay TV company competitiveness levels. The research variables explain only 39.4% of competitiveness while additional external elements not examined in this study account for 60.6% of competitiveness variations. The study reveals unidentified external variables that affect competitiveness which researchers should investigate more deeply. The research by Chairoel Widyarto and Pujani (2015) demonstrates that Technology Adoption improves both operational and financial performance in SMEs thus influencing competitiveness. Tangus and Omar (2017) demonstrated how market alliance strategies create substantial impacts on banking sector performance through their ability to enhance market penetration and service delivery.

The analysis of variance (ANOVA) was performed to establish the model's significance and the results appear in Table 4.13.

Table 4.13: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	591.007	4	147.752	26.222	.000b
Residual	850.847	151	5.635		
Total	1441.854	155			

The analysis shows that the model's F-ratio reaches 26.222 and maintains significance at a 5% statistical threshold. The high F-value combined with a p-value of 0.000 proves that the overall regression model has both statistical significance and predictive ability. The statistical significance of Technology Adoption together with Market Alliances and Cost Leadership Strategies and Customer Responsiveness variables demonstrates their ability to explain pay TV company competitiveness.

The analysis results appear in Table 4.14 as it shows the findings from a regression test used to understand how strategic responses influence Kenyan pay TV company competitiveness.

Table 4.14: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.718	0.802		20.846	0.000
Technology Adoption	0.74	0.17	0.355	4.349	0.000
Market Alliances	0.202	0.199	0.073	1.011	0.013
Cost Leadership Strategies	0.198	0.185	0.09	1.069	0.007
Customer Responsiveness	0.527	0.205	0.252	2.569	0.011

Results in the table illustrate that the variables Technology Adoption, Market Alliances, Cost Leadership Strategies, and Customer Responsiveness had p-values less than 0.05, indicating that these variables significantly influence the competitiveness of pay TV companies in Kenya. The standardized beta coefficients for Technology Adoption, Market Alliances, Cost Leadership Strategies, and Customer Responsiveness are 0.355, 0.073, 0.090, and 0.252, respectively. According to the findings, a single unit increase in Technology Adoption, Market Alliances, Cost Leadership Strategies, and Customer Responsiveness results in increases of 0.355, 0.073, 0.090, and 0.252 in competitiveness, respectively.

The regression analysis yielded the following model equation with standardized beta coefficients:

Competitiveness=16.718+0.355×Technology Adoption+0.073×Market Alliances+0.090×Cost Leadership Strategies+0.252×Customer Responsiveness

The research determines Technology Adoption as a key factor with standardized beta coefficient at 0.355 and t-value at 4.349 and p-value at 0.000. A 0.355 increase will occur in pay TV company competitiveness when Technology Adoption increases by one unit. Research results validate the essential position of technology because it improves service quality and customer satisfaction and operational efficiency which collectively enhances overall business competitiveness. Companies need to invest in advanced technological solutions because Technology Adoption demonstrates a strong influence on competitiveness according to a $p<0.05$ significance level. Chairoel Widyarto and Pujani (2015) and Revenio and Nasra (2017) both present evidence that ICT adoption leads to improved operational and financial performance in SMEs.

The standardized beta coefficient for Market Alliances stands at 0.073 with a t-value of 1.011 and a p-value of 0.013. The analysis shows that Market Alliances contribute to a 0.073 increase in competitive performance when increased by one unit. The lower coefficient value of strategic partnerships compared to other variables demonstrates their impact on market reach and resource sharing but their positive and significant relationship confirms their importance. The establishment of strong market alliances allows businesses to develop competitive advantages through their ability to deliver various high-quality content and services. The research findings support Tangus and Omar (2017) and Kimalel Kihara and Muriithi (2017) who demonstrated market alliance strategies positively affect firm performance at SACCOs.

The standardized beta coefficient for Cost Leadership Strategies reaches 0.090 while its t-value stands at 1.069 and the p-value reaches 0.007. The research shows that implementing Cost Leadership Strategies by one unit increases competitiveness by 0.090 points. Cost management efficiency creates favorable relationships which enable companies to set competitive prices while preserving their profitability. The adoption of cost leadership strategies proves essential for better competitiveness based on the significant p-value. Organizations which excel at cost management obtain improved market standing and increase their customer base. The findings of Bususu (2014) and Atikiya et al. (2015) demonstrate that proper employee-related cost management directly affects organizational performance while cost leadership strategies boost manufacturing firm performance.

The standardized beta coefficient for Customer Responsiveness amounts to 0.252 while its t-value reaches 2.569 and maintains a p-value at 0.011. The competitive strength of pay TV companies rises by 0.252 points when Customer Responsiveness improves by one unit. Pay TV companies achieve better competitive positions when they demonstrate high levels of customer need attentiveness and responsiveness. High customer responsiveness levels enhanced both satisfaction rates and customer loyalty thus enabling companies to maintain superior competitive positions. The results support businesses to position customer service and responsiveness at the core of their competitive plans because of their significant p-value. The study results support Tseng and Hu (2014) and Kumar and Reinartz (2016) who established that prompt customer need responses through mass customization enhance business competitiveness.

Hypothesis Testing

Table 4.13 Summary of Hypotheses

Alternative Hypothesis	t-Calculated	t-Critical	P value	Conclusion
Ha1: Technology Adoption has a significant influence on the competitiveness of Pay TV companies in Kenya.	4.349	1.96	0.000	The null hypothesis was rejected, indicating that Technology Adoption has a significant influence on the competitiveness of Pay TV companies in Kenya.
Ha2: Market Alliances have a significant influence on the competitiveness of Pay TV companies in Kenya.	1.011	1.96	0.013	The null hypothesis was rejected, indicating that Market Alliances have a significant influence on the competitiveness of Pay TV companies in Kenya.
Ha3: Cost Leadership Strategies have a significant influence on the competitiveness of Pay TV companies in Kenya.	1.069	1.96	0.007	The null hypothesis was rejected, indicating that Cost Leadership Strategies have a significant influence on the competitiveness of Pay TV companies in Kenya.
Ha4: Customer Responsiveness has a significant influence on the competitiveness of Pay TV companies in Kenya.	2.569	1.96	0.011	The null hypothesis was rejected, indicating that Customer Responsiveness has a significant influence on the competitiveness of Pay TV companies in Kenya.

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

In this final section, the researcher synthesizes the findings and offers suggestions for further study. This chapter encompasses a summary of the study, conclusions drawn from the results, recommendations for industry practice, and suggestions for future research directions.

Summary of the Study

The primary objective of this study was to investigate the influence of strategic responses on the competitiveness of pay TV companies in Kenya. The strategic responses analyzed included Technology Adoption, Market Alliances, Cost Leadership Strategies, and Customer Responsiveness. Data was collected from 156 respondents using structured questionnaires. The study aimed to understand how these strategic responses impact the competitiveness of pay TV companies.

Technology Adoption and Competitiveness

The research established that technology adoption demonstrated a substantial positive relationship to competitiveness through its standardized beta coefficient value of 0.355 (p =

0.000). Most survey participants acknowledged that technological adoption leads to better customer experience and operational efficiency and service delivery which results in improved competitiveness. Companies that implement advanced technological solutions can optimize their operations while reducing costs and creating innovative services which address the changing requirements of their customers. Such improvements in customer satisfaction create favorable market positioning for these companies.

The research conducted by Chairoel, Widyarto, and Pujani (2015) proves that SMEs experience better operational efficiency and financial performance after implementing ICT solutions. Revenio and Nasra (2017) demonstrated that ICT implementation in education institutions created better operational results along with improved delivery services and enhanced effectiveness. According to Wahu and Assumptah (2017) the implementation of computerized reservations and digital communication networks by Kenya Airways produced major improvements in operational efficiency and performance. The research findings support the theory that technological adoption serves as a fundamental competitive force for businesses that depend on service provision and customer interaction like pay TV companies.

Market Alliances and Competitiveness

Market alliances generate significant impacts on competitiveness according to research results which show a standardized beta value of 0.073 ($p = 0.013$). Market penetration and resource distribution between partners increased through strategic partnerships which proved effective as a market strategy. The strategic partnerships between pay TV businesses allow them access to partner resources to enhance their service quality and expand their customer network. Companies that form strategic partnerships obtain access to new markets and improve their brand presence as well as enabling collaborative promotional activities. Business partnerships enable organizations to share assets which reduces risks and increases production capabilities to improve their market position.

Kimalel, Kihara and Muriithi (2017) conducted research which proved that both strategic market alliances and cost leadership strategies drive significant performance improvements in Nairobi County SACCOs. Market alliance strategies develop positive relationships with banking sector performance according to Tangus and Omar (2017) by enhancing market penetration and service expansion. Mutuma (2013) proved that commercial banks throughout Kenya experience significant performance effects when they use market expansion strategies combined with partnerships and diversification. Market alliances demonstrate their competitive advantages by enabling organizations to grow their business operations and acquire new customers while sharing valuable resources according to the research analysis.

Cost Leadership Strategies and Competitiveness

Cost leadership strategies were found to have a positive and significant effect on competitiveness, with a standardized beta coefficient of 0.090 ($p = 0.007$). Efficient cost management practices contribute to competitive pricing and profitability, enhancing the market position of pay TV companies. By focusing on reducing operational costs and maximizing resource utilization, companies can offer their services at more attractive prices while maintaining profitability. Effective cost leadership strategies involve optimizing supply chains, negotiating favorable terms with suppliers, and implementing efficient production processes. These measures not only help in reducing costs but also improve overall operational efficiency, allowing companies to reinvest savings into other strategic areas such as marketing and innovation.

The findings are consistent with Atikiya et al. (2015), who established that cost leadership strategies significantly influence the performance of manufacturing firms in Kenya by enabling firms to maintain competitive pricing while ensuring sustainability. Omwoyo (2016) also found that companies in the airline industry utilize cost leadership to gain competitive advantage through price differentiation and operational efficiency. Similarly, Bususu (2014) highlighted that effective employee cost management strategies enhance overall organizational performance, but excessive cost-cutting may demotivate employees. The consistency across these studies underscores the strategic importance of cost leadership in competitive industries, particularly for pay TV companies facing pressure from alternative digital streaming platforms.

Customer Responsiveness and Competitiveness

Customer responsiveness showed a significant positive impact on competitiveness, with a standardized beta coefficient of 0.252 ($p = 0.011$). Being attentive and responsive to customer needs significantly enhances the competitive edge of pay TV companies. Companies that prioritize customer service and responsiveness tend to achieve higher customer satisfaction and loyalty. This translates into better competitive performance as satisfied customers are more likely to recommend the service to others and remain loyal in the long term. High levels of customer responsiveness involve promptly addressing customer inquiries and complaints, personalizing services to meet individual preferences, and continuously improving the customer experience based on feedback. By fostering strong relationships with customers, companies can build a loyal customer base and enhance their reputation in the market.

These findings are supported by Kumar and Reinartz (2016), who found that firms with high customer responsiveness were significantly more likely to create enduring customer value, leading to higher market share and long-term competitiveness. Similarly, Tseng and Hu (2014) established that mass customization and responsiveness to customer needs significantly enhance manufacturing firms' competitiveness by increasing customer satisfaction. Moreover, Adebayo and Eze (2022) emphasized that digital transformation enhances customer engagement and loyalty, leading to a significant increase in market share. These studies highlight the vital role of customer responsiveness in maintaining market competitiveness, particularly in service-driven industries such as pay TV, where customer retention and satisfaction are key determinants of success.

Conclusion

The research findings demonstrate that Technology Adoption together with Market Alliances and Cost Leadership Strategies and Customer Responsiveness significantly influence the competitiveness of Kenyan pay TV companies. These strategic responses serve as essential tools to boost service delivery and market reach and reduce costs and enhance customer satisfaction which results in better overall competitiveness.

The study results demonstrate Technology Adoption functions as a fundamental element for maintaining competitiveness. Pay TV companies achieve lower costs and deliver new services by implementing advanced technological solutions which enhance operational efficiency. The combination of improved customer satisfaction with organizational market responsiveness leads to sustained competitive advantage for the companies.

Market Alliances demonstrate a substantial impact on competitiveness because companies gain access to their partners' resources and strengths. Through strategic partnerships companies achieve market entry to new territories while building their brand presence and gaining potential for cooperative marketing initiatives. These collaborative efforts enable businesses to combine their resources and distribute risks while benefiting from larger production capabilities which strengthens their market position.

The implementation of Cost Leadership Strategies enables companies to maintain pricing competitiveness along with profitability. Pay TV companies achieve better operational performance and resource optimization through effective cost management systems. Companies that focus on cost reduction can provide their services at competitive prices which still generates profitable returns. The operational efficiency benefits from this approach enable pay TV companies to direct their cost savings into marketing and innovation strategies.

The achievement of superior customer satisfaction and loyalty depends heavily on Customer Responsiveness. Companies which focus on both customer service excellence and prompt responsiveness gain better capacities to handle customer inquiries and complaints while delivering personalized services and leveraging customer feedback for continuous service enhancement. Strong customer relationships develop from high responsiveness levels because they produce loyal customers who spread positive recommendations to support a competitive advantage.

Recommendations

Pay TV companies should invest in and leverage advanced technological solutions to enhance service delivery, operational efficiency, and customer satisfaction. This involves adopting state-of-the-art technology for content delivery, customer interaction, and backend operations. Continuous updating and integration of technology are essential for maintaining competitiveness, allowing companies to stay ahead of technological advancements and market trends. Investments in artificial intelligence, machine learning, and data analytics can further personalize the viewing experience, optimize content recommendations, and streamline operations.

Forming and maintaining effective market alliances can provide a competitive advantage by expanding market reach, sharing resources, and improving service offerings. Pay TV companies should actively seek strategic partnerships with content creators, technology providers, and other industry stakeholders. Collaborations with international and local content producers can diversify and enrich the content library, attracting a broader audience. Additionally, alliances with technology firms can enhance technological capabilities and innovation, ensuring the delivery of high-quality services.

Efficient cost management practices are crucial for maintaining competitive pricing and profitability. Pay TV companies should adopt cost leadership strategies by optimizing procurement processes, improving operational efficiency, and leveraging economies of scale. This can include negotiating better terms with suppliers, reducing overhead costs through automation, and implementing efficient inventory management systems. Strategic partnerships aimed at cost-sharing and resource optimization can also contribute to achieving cost reductions. Maintaining a balance between cost efficiency and service quality is vital for sustaining competitiveness.

Being attentive and responsive to customer needs is critical for enhancing competitiveness. Pay TV companies should prioritize customer service and responsiveness by ensuring that customer service agents are knowledgeable and well-trained. Effective communication channels should be established to promptly address customer inquiries, complaints, and feedback. Reliable service availability, including 24/7 customer support, is essential for maintaining customer satisfaction. Companies should also invest in customer relationship management (CRM) systems to better understand and anticipate customer needs, leading to improved service offerings and enhanced customer loyalty.

Recommendations for Further Research

The independent variables used in this study accounted for 39.4 percent of the total competitiveness variation. Future research needs to identify extra external components which explain the 60.6 percent of unexplained competitiveness variation. The research should analyze regulatory environment and market dynamics and competitive pressures as potential areas for investigation. The long-term effects of strategic responses on the sustainability and growth patterns of Kenyan pay TV companies should be examined through additional research.

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