

**MANAGEMENT PERCEPTION OF THE PARAMETERS
USED TO MEASURE EXCELLENCE IN MANAGEMENT
AWARD SCHEMES IN KENYA.**

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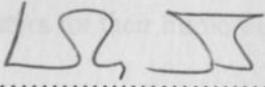


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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT FOR REQUIREMENTS OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (MBA) UNIVERSITY OF NAIROBI.**

DECLARATION

This Management Research Project is my original work and has not been presented for a degree in any other university.

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This Management Research Project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

ACKNOWLEDGEMENTS

This work is dedicated to my husband, daughter and son for their encouragement.

To my sisters for their humorous perspective on everything.

I wish to express special thanks to my supervisor Mr. Manir for his guidance, support and motivation in the development of this paper.

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My appreciation goes to all the people who have played a part in developing and completing this work.

I wish to express special thanks to my supervisor Mr Maalu for his guidance, support and contribution in the development of this paper.

ABSTRACT

This was a descriptive study on companies that participate in the excellence award schemes in Kenya. The objective of this study was to establish the perception of companies about the parameters used to measure excellence in management in Kenyan organizations. The findings are based on findings from 33 such companies who responded to a self completion questionnaire that was administered by the drop and pick method.

The findings indicate that leadership, management and vision are perceived as the most important parameters of excellence in management. Customer and market focus were rated as the second most important parameters followed by financial performance. Use of standards parameters ranked fourth while human resource development which had the same scale with environmental improvement and consideration came a distance fifth. Measurements methodology was rated sixth while information sharing and utilization came a distance seven. Process management was found to be the least important parameter in management excellence.

The stakeholders suggested that quality management, and environmental management should be given more emphasis in future management awards. Most stakeholders would recommend other companies to join the award schemes as a way of ensuring competitiveness and continuous improvement. They were of the opinion that the award scheme introduces a competitive spirit into organizations, makes a company provide quality products and service by improving them to world-class standards. Companies are

able to understand their strengths and weakness. They are also more able to give back to the society through donations and promotions.

Many of the CEO's interviewed also felt that there should be an award for the company that has made the greatest improvements from the previous ratings. By acknowledging the company that has made the most significant improvements, the spirit of continuous improvement is maintained. The challenge for management today is how to improve and survive in the competitive environment.

Though process management was rated as the least important parameter in measuring management excellence, the rating was not too far below the other parameters. On a scale of 1 to 5 (where 5 is the highest score), it was rated 3.9 which indicates that it is an important aspect of management.

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CHAPTER ONE: INTRODUCTION

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CHAPTER ONE: INTRODUCTION

1.1 Background

While some organizations are classified as high performance organizations, many continue to struggle for survival. The fact is that companies do not perform at the same level, even in the same industry or market. This could be attributed to different management styles, different levels of motivation and efficiency of staff, different levels of automation. Corporate performance is influenced by a number of factors, as each organization is unique in its operations. Some highly profitable companies have been known to close business while some non-performing companies have grown to be highly profitable. However sustained business success remains elusive, Holbeche (2005) and has become the focus of management theorists and practitioners.

The buzzwords in corporate business today include “quality” and “business excellence”. Achieving excellence is the result of high performance throughout the entire organization, Perry (2000). After great research and analysis of select companies, Peters and Waterman (1982) found eight common themes that they argued were responsible for the success of firms. They describe the themes as bias for action, closeness to the customer, autonomy, entrepreneurship, productively through people, hands on management style, sticking to the knitting and having lean staff.

Academicians and management practitioners agree that the performance of organizations is linked to leadership style, which is key to sustained success in the tough dynamic business climate, Hsieh and Bear (1995). Successful organizations do not just happen and that is why Natarajan, the Deputy Chairman and Managing Director of Zensar Technologies, India stated in a speech delivered in 2003, that high performance organizations are not born, they are manmade.

It is people in organizations who make the difference and contribute towards excellent companies, Peters and Waterman (1982). Their view is that excellent companies have the ability to achieve extraordinary results through ordinary people. Productivity can only be achieved through the workforce; therefore every employee's effort is critical. It is the firm's workforce – its knowledge, commitment, skills and training that provides the competitive edge thus the increasing importance of motivation, training, rewards systems, and involvement of staff. High performance and world-class organizations have effective management and teams.

Business improvement philosophies, approaches and methodologies are continuously developing. The development is based on various combinations of business practices and academic theory, McAdam and McCreedy (1999). These approaches include Organizational Learning, (March and Argyis, 1997), The Learning Organization, (Senge 1990), Supply Chain Management, (Lysons and Farrington 2006), Total Quality Management, (Oakland, 2000), Business Process Re-engineering, (Hammer and Champy

1993), Benchmarking, (Welch and Mann 2001), Balanced Scorecard, (Kaplan and Norton 1992).

According to Halbrook (2005) excellence in management can be defined as the ability to

achieve the goals of the stakeholders of an organization. The stakeholders must be identified, their

The survival and success of organizations is influenced by their ability to respond to the

internal and external environment, setting of appropriate strategy, vision and mission,

followed by effective implementation and monitoring of strategic, Johnson and Scholes

(2002). Success is therefore linked to planning, a thorough understanding of the

economic and business challenges facing the company and the need for management at

all levels within the organization to set clear performance indicators, Leandri (2001)

of systems that articulate core values and effective use of company assets. High

most importantly the survival of the

organization.

The business environment has dramatically evolved in the past four decades causing

every aspect of organizations and management to change. Atkinson and Brown (2001)

and Neely (2002) have outlined similar causes that have contributed to the changes in the

business environment. These include changing nature of work, increased competition,

specific empowerment initiatives, national and international quality awards, changing

internal and external demands (stakeholders), accelerated technological advancement,

changing organizational roles and acceleration of globalization. Business performance

measurement is the agenda for executives today. The “basic management techniques”

have been used for a long time and performance measurement is one of them. One would

therefore expect that most organizations have well-developed performance measuring

systems, Bernard (1962).

business, business process and value creation, Wicks and Mann (2001). When seeking to

According to Holbeche (2005) excellence in management can be defined as the ability to delight all the stakeholders of an organization. The stakeholders must be identified, their needs assessed and then addressed, Pearce and Robinson (2003). Conflicts in stakeholder's interests will always exist but mechanisms must be in place to balance their varying expectations. Surveys conducted by the European Foundation of Quality Management (EFQM) indicate that business excellence results in increased market shares, increased profits and share value, better focus on priority and value creation, motivated and empowered workforce, far sighted and committed leaders, enforcement of systems that underpin core values and effective use of company assets. High performance determines the profitability but most importantly the survival of the organization.

Assessment of excellence and measurement of business performance has gone through a revolution, Neely (2000). This reformation has been driven by changes in the business environment that has led to the recognition that conventional measures do not present a complete picture of business performance, Stone and Banks (1997). Every company must redesign how it measures its business performance according to Bob Eccles in his paper for the Harvard Business review in 1991 entitled "The performance measurement Manifesto". Although the balance sheet of a company provides crucial information about key financial measures such as revenue, expenses, returns on assets, liquidity, management of debtors and creditors, it provides little or no information on how leadership affects business, control and monitoring systems, the key success factors of the

business, business process and value creation, Welch and Mann (2001). When seeking to improve business performance, CEO's must go beyond the balance sheet.

The rate of change in the global economy requires performance indicators that contribute to the long-term value creation. According to Ernest and Young (1998) not all non-financial criteria are regarded valuable. The problem is in knowing which measure to use, Leandri (2001). Performance is a difficult concept in terms of definition and measurement. Managing corporate performance therefore poses many challenges to management. Some researchers argue that the link to strategy is powerful and can enhance excellence. Mintzberg (1978) states that strategy is a function of the decisions and actions of an organization that appropriately define performance measures and encourage the implementation and monitoring of strategy.

Other management researchers have focused on Total Quality Management (TQM) as the key to excellence in management. This is a management approach that originated in the 1950s and has steadily become more popular since the early 1980's. Total Quality describes a culture and attitude of providing superior goods and services. The culture requires quality in all aspects of the company's operations with processes being done right the first time and defects eradicated from operations. According to Jones (1994), TQM is a "holistic" approach to business performance improvement that focuses on production and service, business processes, people (employees and suppliers).

The balanced scorecard attempts to integrate different classes of business performance and can be used to measure excellence in management Keegan, (1989). According to Kaplan and Norton (1992), it is a management system that facilitates continuous improvement in performance by creating value for customers, employers and shareholders. The balanced scorecard suggests that we view the organization from four perspectives namely the learning and growth perspective, the business process perspective, the customer perspective and the financial perspective. It incorporates performance measures because you cannot improve what you cannot measure.

In Kenya, there has been a growth of numerous award schemes that recognize excellence in management and millions of shillings are spent annually in colorful, glamorous and highly publicized occasions. To this end, many questions arise; what are their measures of excellence? Is it compliance, size, rate of growth or the public image of the CEO?

1.1.2 Management Awards Schemes in Kenya

The Financial Reporting (FIRE) award seeks to recognize excellence in financial reporting among companies in Kenya. It is an initiative of the Institute of Certified Public Accountants of Kenya (ICPAK), The Capital Market Authority (CMA) and Nairobi Stock Exchange (NSE). The award promotes excellence in financial reporting, sound corporate, governance practices, corporate social responsibility and environmental reporting. It acknowledges excellence in transparency, integrity and accountability, ICPAK (2004) brochure on FIRE awards.

The Marketing Society (WARRIOR) awards have five main categories including the Best The company of the year (COYA) award is organized by the Kenya Institute of Management (K.I.M.). The event seeks to recognize and award companies that demonstrate excellence and integrity at their work place. The objectives of the institute are to identify and publicly recognize companies that demonstrate excellence and integrity in their management practices, to develop local case studies and successful business modes for future management studies, to improve management practices in Kenya, to provide positive publicity for the participating companies (there was a tendency to high light bad practice and ignore positive aspects of management) and to provide a forum to share good and proven management practices, Kenya Institute of Management, Management magazines of 2004 and 2005.

The Kenya Quality Awards are an initiative of Kenya Bureau of Standards. This is a quality recognition award given to organizations that demonstrate business excellence. It gives special commendation to those considered to be best in quality management. Participation is open to all public and private organizations. The awards are categorized into groups; large, medium, small and jua kali. Each firm is required to submit a brief profile before the formal assessment. The profile should cover management vision, leadership, market focus innovations, HR development, process development information sharing and illustration, processes, performance indicators, environmental improvement, Kenya Bureau Of Standards (2005), unpublished materials from Certification Department.

The Marketing Society (WARRIOR) awards have five main categories including the Best Launch of a new product or service, which looks at the most effective launch in generating awareness, trial and adoption of a new produce. The best Social Marketing Effort Award awards the companies that influence social and behavioral change through promotion of information, attitudes, values. The best innovation of Brand or Service awards the firm that acquires market dominance through innovation and application of the elements of the marketing mix. The best Development of existing Brand awards the company that acquires market dominance by improving on the existing brand. The Best Sales Promotion ranks the most effective sales promotion by assessing how well the objectives and targets were accomplishment, explaining and quantifying the results of the promotion and providing the return on investment for the promotion, Marketing Society of Kenya (2005) unpublished materials.

East Africa's Most Respected Company survey is co-sponsored by PriceWaterHouseCoopers (PWC) and Nation Media Group. Unpublished materials from PWC indicate that the award is a result of an "opinion poll" of business leaders in East Africa. The survey is unique in that their peers select the winners. The award is about respect. Respect is qualitative and it is not possible to set hard and fast rules. C.E.O's of over four hundred companies in East Africa are asked which company they respect most, the reasons for respecting the company and the greatest challenges of doing business in the region.

The broad areas of assessment for both the Kenya Quality Award and the COYA Award are Corporate Planning, Marketing, Human Resource, Information Management, Quality, Finance, Creativity and Innovation, Corporate Citizenship and Environment, (See the appendix for the detailed parameters). The panel of assessors is experts from government, industry, private organizations, consumer bodies, universities and research institutions. These two awards cover the total operations of the organizations, whereas the FIRE award only looks at the financial aspects and the WARRIOR award only the marketing aspects.

1.2 Statement of the Problem

According to unpublished materials from the Certification Department, Kenya Bureau of Standards, the aim of the award is to entrench a culture of quality in the management of Kenyan organizations. Quality management enhances effectiveness and efficiency which results in improved performance. The national award schemes are therefore meant to motivate companies to adopt best practices in management and to assist them in identifying their weak areas.

The tools of measurement used by the award schemes are critical because they determine the reliability and validity of the results. Reliability refers to the accuracy of the measurement procedure while validity refers to the extent to which the tools measure exactly what they are intended to measure. The questions that arise are what are the parameters of measurement? Are they relevant to every organization? To the best of my

knowledge no research has been done to determine the perception of companies of the national award schemes.

A comprehensive study has been done in the US that clearly demonstrates a positive link between the adoption of holistic models and improved organizational results. No such study had been conducted in Kenya. Further research in this area was needed.

1.3 Objective of the Study

The objective of this study was to determine management perception of the parameters used to measure excellence in management award schemes in Kenya.

1.4 Significance of the Study

This study is significant in establishing the importance of organizing award schemes, evaluating their perception by managers, and assist the scheme administrators in identifying gaps and improving on there assessment parameters. It will enable managers to understand and apply better management practices that enhance excellence and assist academicians and practitioners to do further research into parameters of excellence in management.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section will cover the concept of excellence in management, which has been born by the need for organizations to survive in the rapidly changing global economy. It will also touch on some management theories and concepts. It will also look at different models of excellence that have been adopted by companies in the international and Kenyan markets. Lastly, the section will cover the issues of validity, reliability and objectivity of the tools of measurement in the administration of the award schemes.

According to Holbeche (2005), the fast moving economic climate does not offer any guarantee for long-term success. The strategic planning framework has become short and organizations must change just to stand still. She indicates that 75 per cent of all transformation efforts fail, as do 50 – 70 percent of all re- engineering efforts. Even mergers that achieve short-term benefits are not able to realize long-term value for the deal. Sustained business success remains elusive.

The RSA (Royal Society of Arts, Manufacture and Commerce 1994), states that to achieve sustainable business success in the demanding market place, a company must use relevant performance measures. The key success factors of organizations vary from industry to industry. Dixon (1990) expounds further by stating that organizations must firstly identify the areas of long-term importance to their operations, and then determine an appropriate measurement system. Speaking at the 2001 edition of the JRD Awards, the

Group Chairman of Ratan Tata Group stated that “quality” and “business excellence” had become part of their management lexicon. The group had adopted a business model whose core values and concepts recognize leadership, customer and market focus, measurement, analysis and knowledge, process management, business results and HR as the fundamentals of excellence.

2.2 Concept of Excellence in Management

The concept of excellence in management has been brought about by the increasing rate of knowledge, technology and competition. To succeed in the fast changing world, organizations must out think, out team and out – perform their competitor’s everyday. According to Shecter (1991), building effective executives, high performance teams and world-class organizations is key to management excellence and superiority. World-class quality is essential for those who wish to compete in the domestic and international market place, as customers demand for product quality and lengthened warranties.

Peters and Austin (1985) propose that excellence is about customer care and innovation. Customer care means quality in all parts of the organizations including accounts department, purchasing department, engineering and sales. Winners are not necessarily clever. They ensure that quality is enforced in every tiny aspect of their business. Quality is about hands on operations. Regular innovation at all levels is the second basis for sustainable strategic advantage.

Management practitioners also recognize that excellence in performance is critical. CEO's must deliver to the Board. Speaking at a seminar for CEO's in 2004, Harch Goeka chairman of RPG group of companies, India compared business to playing football. The ball moves faster and faster, the goals aimed at and scored with unerring accuracy and of course fitness levels have to be at peak at all times. He advises that performance is the outcome of the meticulous and robust execution of all initiatives. In order for an organization to be a high performer, it must concentrate on product innovation and business processes. According to Milestone Inc, a management consultancy in the US, the best companies have the best people and top people are those who think fast and act faster and better than others.

Smith (2002) writes that ordinary companies have business plans that sit on shelves having only been constructed for the annual budget. However, world-class companies keep the business plans off the shelves and in the heads of staff. Every member of staff is aware of their role in achieving the goals of the company. This is achieved by translating the total goals of the company into individual Key Responsibility Areas (KRA's). The individual's performance is appraised based on their individual key responsibilities. This way the business plans become live. He calls this "deployment". It may not be necessary for a company to concentrate on all the activities all the time. However, the critical success factors must be identified, as they are the strategic priorities that need more attention, time, and resources. The activities that do not add value to the business should be cut. To be a winner, the company must have an automated information system that works for them. It should translate the millions of activities into reports that monitor

performance and provide feedback for corrective action plans. This information should be at the tip of the finger. The essence of Dr. Smith's message is that people may come up with have great ideas. The difficulty is in the implementation of those ideas.

According to Welsh and Mann (2001) benchmarking, study tours and market feedback is a necessity for winning teams as they believe that the intensity to win must be continuously renewed. One way of doing this is to generate dissatisfaction in the status quo. You need to look outside for challenge to potential complacency. The idea is to seek out the best and compare your performance with the benchmark. Anderson and Mc Adam (2004) echo the same thoughts as they define benchmark as a continuous, systematic process for evaluating the products, services and work process for organizations that are considered to have the best practices. Global benchmarking leads to better results.

2.3 Perspectives of Management Excellence

The study of management is based on the need to acquire knowledge on how to optimize organization performance. Management is the process of getting activities completed efficiently and effectively through planning, organizing, leading and controlling Rue and Bryans (1992).

Management theory and practice have evolved over time. The interest of academicians and practitioners is to continually develop, test and modify management concepts to

make them more relevant to organizations. The successful organization is that one that continuously satisfies all the stakeholders of the business, that is, the shareholders, customers, employers, management, creditors, local communities and governments.

Frederick Taylor has been acknowledged as one of the earliest management researchers. Nadwony (1957) states that Frederick was the “Father of Scientific Management” who contributed substantially to the advancement of managerial and business efficiency. His studies centered on the scientific methods of increasing productivity, efficiency and effectiveness at the work place through work design, work measurement and production control. Work measurement was the most significant aspects of scientific management. A stopwatch timed the elements of each job and a standard time for each job established. Although his studies have been criticized for being too focused on processes and methodology and lacking interest in the human resource, many organizations still practice some of his recommendations.

Max Weber is known as the pioneer of the principals of bureaucracy. His views were that a formal system of organization and administration would ensure efficiency and productivity provided there is a defined hierarchy, rules, regulations, impersonal relationships, and division of labor, Constat (1958). Today many institutions still practice bureaucracy especially governments and Parastatals. However, the system has failed to deliver especially in the areas of customer service due to rigidity, inflexibility, lack of delegation.

The Human Perspective of Management or the neo classical theories concentrated on human relations, group dynamics and leadership as the core elements of productivity and effectiveness at the work place. According to Feldman and Arnold (1983), the motivation theories advanced by Abraham Maslow and Elderfer, Victor Vroom, Adam's Equity theory all aim at meeting employee's needs which in turn leads to results in better performance.

Strategic Planning became fashionable in the 1950's. Porter (1985) stresses on planning, setting of business plans, visions and missions after careful analysis of the internal and external environments of the organization. Drucker (1954) emphasizes on the need for managers to ask questions like, what business are we in? What business should we be in? Setting goals and directing activities to meet those goals through good communication and coordination of activities is the central message of strategic planning. Initially it was found that strategic planning resulted in increased growth and profit. However, in the 1970's strategic planning was heavily criticized for not delivering results as competition had intensified. Holbeche (2005) insists that the challenge is less about choosing the strategic direction and more about implementation of the strategy. She stresses that change should not happen due to a crisis or due to change of the CEO. Change management should be an on going challenge and a prerequisite for survival. Technology is leading to shorter cycle times while customers now demand for cheaper, better, faster and round the clock availability of quality products and services. Change must therefore become a norm for better results.

Given the difficulty in determining the best methods of enhancing business performance, researchers have attempted to synthesis various fields of research, White and Hamermesh (1981). This integrated approach to management recognizes that one cannot isolate a single factor as being the key to success in organizations. The different approaches of the scientific methods, general administrative theories quantitative theories and human resource theories are interdependent. A unifying and integrated framework of management is necessary. The new approach to organization management requires a “hands on” approach. The key words are information analysis, identification of the critical success factors, monitoring, Munro and Wheeler (1980). CEO’s must understand business unit objectives, identify critical success factors, and identify specific performance measures and standards.

2.4 Models of Management Excellence

As the international business environment becomes increasingly competitive, customers are now demanding better quality goods and services. To attain world class standards the International Organization for Standardization (ISO) have come up with specific profiles of organizational performance. Their models are based on international research to identify a set of high performance competencies. Since the establishment of these standards in 1987, more than 100 countries have adopted them and over 300,000 companies worldwide have been registered as meeting these requirements, ISO Standards (2005). In Kenya, the Kenya Bureau of Standards administers the ISO standards. The ISO model assesses management vision and leadership, customer and market focus,

innovation, research and development, human resource development, process management, information sharing and utilization, results of organization activities, use of standards, environment improvement and consideration. Kenya Bureau of Standards (2005).

The European Foundation for Quality Management (EFQM) and the British Quality Foundation (BQF) models concentrate on quality management and risk management. The Excellence Model is a tool that helps organizations achieves business success by measuring where they are on the path of excellence; helping them understand the gaps, identify potential solutions for bridging the gap and providing an approach for implementing gap bridging solutions. EFQM has over 800 members worldwide and their research shows that the fundamental concepts of excellence include results orientation, customer focus, leadership and constancy of purpose management by processes and facts, people development and involvement continuous learning and innovation, corporate social responsibility. This model is also referred to as the Business Excellence Model, Saferpak (2006).

The Kanji Business Excellence Model (KBEM) used in India addresses eight core concepts, which are considered to provide forces of excellence in an organization, Kanji Quality Culture (2006). These concepts measure stakeholder's satisfaction, leadership qualities, external stakeholder's satisfaction, response to the critical success factors, and effectiveness of the supply chain of the business and performance measurement. The

integrated approach to business takes a close look at the core principle concepts of total quality management.

The Deming Prize was one of the first international quality awards, Deming, W.E. (1982). It was introduced in Japan in 1950. It emphasizes on quality management and was formed by the Japanese Union of Scientists and Engineers (JUSE). To qualify for this award, firms must submit detailed data on policies, organization structures and clarity of authority, information, standardization, HR Quality Assistance, Maintenance, and Improvement Effects of Future plans. The implications of these parameters are that implementation of their policies results in better performance. This award builds on the total quality management principals.

The Baldrige Award is available in the US. It is based on an analysis of what makes an effective organization. The award examines the quality of an organization's activities in seven categories namely, leadership, Information and Analysis, Strategic Planning, Human Resource Development and Management, Process Management, Business Results, Customer Focus and Satisfaction, The Commonwealth Fund (2005). It has a total of twenty-four examination items. Although developed with the private sector in mind, the Award is applicable to the public sector. The Canada Awards for excellence use the Baldrige Awards approach.

The national award schemes adopt different aspects of business improvement models like Total Quality Management and the Balanced Scorecard.

2.5 Administration of Excellence Schemes.

Unpublished materials from Kenya Institute of Management, Marketing Society of Kenya and Kenya Bureau of Standards indicate that each have a panel of experts who determine the parameters that will be used and the measurement scales. The panel audits the company data provided, identifies areas that are important in the long run for the company and assess whether the company measurement systems are appropriate. The schemes establish the criteria that should guide the organizations in the systematic assessment of quality management. They also share information on best practice and identify where the organization is placed in the path to excellence. The gaps are spelt out and solutions provided. The Management magazine (2005) published by K.I.M. states that the measurement tools are continuously reviewed to match world-class management audits.

The PWC survey does not set any criteria for measurement. Business leaders are asked which businesses they respect and the reasons for the respect, PWC (2005). The scheme philosophy is that it is very difficult to earn respect from peers. Respect cannot be bought, copied, inherited or demanded. It must be earned. The administrators of the scheme consider their method to be objective as it involves over 400 business leaders who cannot be manipulated. Their latest in house publication refers to their measurement style as the “definitive” measure of success.

The administration of International Organization Standardization (ISO) is the most rigorous. The steps to certification are clearly laid out and all companies must comply. This involves awareness training of the management by the certifying body in order to sensitize them on the standards requirements. The organization is then left to document the required procedures and also to audit them. The certifying body checks that the documents are in compliance with the requirements of the standard and are also implemented and where necessary corrective action taken. The certifying body does the final assessment. The broad areas of assessment include management and leadership, customer and market focus, process management, research and development, information sharing and utilization, financial results, use of standards, environmental awareness, Kenya Bureau of Standards (2005).

The key issues in the administration of the schemes are validity, objectivity and reliability of the measurement tools. A good measurement tool should be able to measure what it sets out to measure. It should be accurate. The tool should also be practical and cover a wide range of factors of economy, convenience and interpretability, Schindler (2003). It should also be easy and efficient to use.

The issue that arises is whether the requirements of each standard are equally important to every organization, Schindler (2003). Ultimately, the measurement tools should adequately capture the relevant aspects of the organization and it is questionable whether companies can have identical yardsticks of measurement, RSA (1994). For example the formation and implementation of strategy maybe more important in newly formed

companies while innovation and research more important in companies whose products have short cycles. The requirements of each standard are therefore not necessarily the same for each organization.

There is also the question as to whether there is a reliable measurement of non-financial performance. These arguments have gathered strength from professional accounting bodies like the Chartered Institute of Management Accounts, UK, Chakravarthy (1986). Should marketing activities be measured with one yardstick? How can you objectively measure job satisfaction, teamwork, and motivation? Can the same yardstick be used for the different industries? Are the yardsticks clearly defined and understood? Are they valid?

There is also the issue of information overload. Some of the reports required by scheme administrators maybe redundant in some organizations leading to a situation whereby you are trying to measure everything in the company including activities that do not add value to the bottom line. Given the limited financial, human, time and material resources, the companies may choose to concentrate their efforts only on the key success factors. These alone may produce good financial results, which are the bottom line for shareholders neely (2002).

Business performance is therefore complicated by the fact that firstly it is not always obvious which measures a firm should adopt and secondly it is difficult to determine the most relevant measures with changes over time, Chakravarthy (1986). However it is

hoped that award schemes offer measures that are relevant and which influence quality consciousness in addressing key management issues. The perception of companies determines the extent of their adoption.

Research Design

This was a descriptive survey which was aimed at determining management's perception of the parameters used to measure excellence in management award schemes. According to Bryman and Burgess (2003) and Schreier and Schindler (2003), a study that is concerned with finding out what, where or how a phenomenon is a descriptive study, which is the concern of this study. A descriptive survey was preferred as it was able to determine who the competitors are, where they operate, their operations, the industry within which they operate and the management practices used in each parameter of measurement.

Population

The population for this study consisted of all the companies that have registered for the Kenya Quality Award and the Company of the Year Award (see appendix 4 and 5). These awards were selected as they measure the total performance of the company. From the lists obtained from the Kenya Quality Award and the Company of the Year Award administrators there were a total 86 companies registered for these two awards. Two companies were registered in both schemes which reduced the effective population to 84. Due to the relatively small size of the population, a census survey was carried out.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This was a descriptive survey which was aimed at determining management's perception of the parameters used to measure excellence in management award schemes. According to Cooper and Schindler (2003), a study that is concerned with finding out what, where and how of a phenomenon is a descriptive study, which is the concern of this study.

The descriptive survey was preferred as it was able to determine who the competitors are, the size of their operations, the industry within which they operate and the management ratings of each parameter of measurement.

3.2 The Population

The population for this study consisted of all the companies that have registered for the Kenya Quality Award and the Company of the Year Award (*see appendix 4 and 5*). These awards were selected as they measure the total performance of the company. According to the lists obtained from the Kenya Quality Award and the Company of the Year Award administrators there were a total 86 companies registered for these two schemes. Two companies were registered in both schemes which reduced the effective number of companies to 84. Due to the relatively small size of the population, a census study was carried out.

3.3 Data Collection

Primary data was used for this study. The data was collected using a self completion semi structured questionnaire. The questionnaire was addressed to the Chief Executive Officer's of each of the registered companies. Since they require time to fill the questionnaire, this was considered a better method than telephone interview.

The questionnaire was picked a few days later. The drop and pick method was preferred as it ensures a higher response rate as compared to mailing the questionnaire. The response time is also higher.

The questionnaire was divided into two parts, part one sought to obtain information on the company profile, while part two sought to obtain information on the perception of various parameters under study. The questionnaire had both open and closed ended questions. The close ended questions required the respondent to rate each parameter of measurement while the open ended questions were used to solicit more information and ideas that should be addressed by the scheme administrators.

3.4 Data Analysis

The data was analyzed using descriptive statistics such as frequencies, mean scores, percentages and standard deviation. Tables and charts were used to present the data. The mean scores and frequencies were used to determine the ratings of each parameter of measurement. A 5-point likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest

level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. The standard deviation was used to determine the variance in opinion.

Introduction

This chapter details the findings and discussions of the research study. The data is presented with mean scores, percentages and frequencies. These are subsequently used in tables and narratives as appropriate. A discussion of the implications of the data on the research subject follows each table, figure or chart. The chapter also identifies and discusses the variables under study. The analysis has been presented in sections, the first section has the respondent profiles, and the next section presents the data on the management parameters and the next on the other aspects of the award schemes.

Respondent Profiles

The data in this section represents information obtained from part one of the research which sought to increase the understanding of the types of companies that are used in the excellence award schemes. The research obtained an effective sample of students from different companies registered for the award schemes. This amounts to a response rate of 35% which is reasonable for a study of this nature.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter details the findings and discussions of the research study. The data is summarized into mean scores, percentages and frequencies. These are subsequently presented in tables and narratives as appropriate. A discussion of the implications of the findings on the research subject follows each table, figure or chart. The chapter also documents and discusses the variables under study. The analysis has been presented in three sections, the first section has the respondent profiles, and the next section presents the rating of the management parameters and the next on the other aspects of the award schemes.

4.2 Organizations' Profiles

The data in this section represents information obtained from part one of the questionnaires which sought to increase the understating of the types of companies that participate in the excellence award schemes. The research obtained an effective sample of 33 respondents from different companies registered for the award schemes. This amounts to a response rate of 39% which is reasonable for a study of this nature.

Table 1a: Respondents' Profile by Type of Business

Type of Business	Frequency	%
Manufacturing	15	45%
Telecommunication and transport- ICT	3	9%
Financial services	3	9%
Agriculture	3	9%
Others	9	27%
Total	33	100%

Source: Research data

Most of the respondents were in the manufacturing business. This constituted 45% of the total number of respondents, followed by ICT, financial services and agriculture at 9% each and others comprised of 27%. This means that CEOs of manufacturing companies are the most interested with award schemes. Service companies CEOs are also getting interested lately maybe because of standardization of services and increasing competition. However, concern for excellence seems to cut across all the sectors as indicated by responses from industries categorized as others. This distribution across a variety of sectors agrees with the literature available which indicates the thirst for success opportunities and the need to attain world class standards and adopt best practice.

Table 1b: Respondents' Profile by Workforce Size

Number of people employed	Frequency	%
Less than 20	1	3%
21-100	8	24%
101-500	16	48%
501 +	8	24%
Total	33	100%

Source: Research data

Majority of the companies had over 100 employees with less than 20 employees were almost negligible. This indicates that the smaller companies have not been participating in the award schemes. This implies that the findings in this study represent the opinions of management in fairly large companies with large work forces.

Table 1c: Respondents' Profile by Age of the Organization.

Years in operation	Frequency	%
1-3 yrs	1	3%
4-8 yrs	5	15%
9-15 yrs	7	21%
over 15 yrs	20	61%
Total	33	100%

Source: Research data

Majority of the companies had been in existence for over 15 years. This indicates that the younger companies have not been participating in the award schemes as the awards are dominated by the older companies. This implies that the findings in this study represent the opinions of management in fairly old companies which have been in operation for a long time.

4.3 Rating of the Management parameters

The various parameters of management award schemes have been dealt with in detail in Chapter two. A 5-point Likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. Any standard deviation that is equal to or less than 1 was considered as low meaning that respondents across the companies rated the parameter in question in a consistent manner while any standard deviation that is greater than 1 was treated as high meaning there were significant deviations/differences in responses across the population. The following sub-sections highlight how the parameters were rated in the study.

4.3.1 Rating of Management Vision and Leadership

Management, vision and leadership is relevant for any organization that is seeking to excel. The literature indicates that world-class companies keep the business plans off the shelves and in the heads of staff (Smith, 2002). Literature in chapter two indicate that, for this to happen the best companies have the best people and top people are those who think fast and act faster and better than others. Therefore visionary leadership and management is a critical success factor. The specific variables studied in this category were management vision and leadership in general, commitment to quality, quality policy and awareness and implementation strategy.

A 5-point Likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. Table 2a below shows how the respondents rated various parameters of management vision and leadership.

Table 2a: Management Vision and Leadership

N=33	Mean	Std. Deviation
Management Vision And Leadership in general	4.73	0.674
Commitment to quality	4.33	0.692
Quality policy and level of awareness in the organization	4.21	0.6
Implementation strategy (action plans)	4.18	0.528

Source: Research Data

The management and vision parameter in general was rated highly with a mean score of 4.73. It had a low standard deviation of 0.6 which means the responses from different respondents were in agreement. This is in agreement with the literature which places a high importance on visionary leadership. On the specific parameters, commitment to quality was rated the highest (4.33), followed by quality policy (4.21) and implementation strategy (4.18). All had low standard deviations (i.e. less than 1) indicating consensus among the respondents. All the aspects of management vision and quality were rated closely together. Academicians and management practitioners therefore agree that the performance of organizations is linked to management style, Hsieh and Bear (1995).

4.3.2 Rating of Customer and Market Focus

Customer and market focus is highlighted as an important element of management in the literature review. Most excellence award schemes and quality standard bodies acknowledge this. The Kenya Bureau of Standards, International Organization Standardization (ISO) and Baldrige Award in the US among others all put adequate weighting on this aspect. The specific variables studied in this category were, customer and market focus in general, implementation strategy, quality as a strategic marketing tool, customer needs identification, customer care and education and customer satisfaction measurement and monitoring.

A 5-point Likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. The following is a summary of how the respondents rated various aspects of customer and market focus.

Table 2b: Customer and market focus

N=33	Mean	Std. Deviation
Customer and market focus	4.61	0.496
Implementation strategy	4.12	0.893
Quality as a strategic marketing tool	4.3	0.77
Customer needs identification	4.33	0.736
Customer care and education	4.36	0.653

Customer satisfaction measurement and monitoring	4.36	0.822
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Source: Research Data

Customer and market focus was highly rated in general with a mean of 4.61 and an even lower standard deviation indicating that the responses received were in agreement and quite close. The specific parameters were almost equally rated high with Customer satisfaction measurement and monitoring and Customer care and education being the highest each having a mean of 4.36. This was followed by Customer needs identification (mean of 4.33), Quality as a strategic marketing tool (mean of 4.3) and finally Implementation strategy (with a mean of 4.12). All the relevant issues under study had a low standard deviation meaning that respondents were generally in agreement on those ratings. The findings are in agreement with the literature as it attaches a high premium on customer and market focus. The general parameter was rated as more highly important than the specific parameters.

According to Kaplan and Norton (1992), continuous improvement in performance can be achieved by creating value for customers. Customer and market focus enhance customer satisfaction. Customer care and education are also important aspects of market focus. Satisfied customers are known to be less expensive to serve and are more likely to give referrals while educated customers are more likely to appreciate quality.

	Mean	Std. Deviation
Customer development	4.45	0.711
View of quality building in products	3.97	0.91
Customer reward schemes	4.18	0.862
Customer card deployment	4.21	0.992
Customer training and skills development	4.27	0.911

4.3.3 Rating of Human Resources Development

Human resource development is highlighted as an important element of management in the literature review. Most excellence award schemes and quality standard bodies acknowledge this. The Kenya Bureau of Standards, International Organization Standardization (ISO) and Baldrige Award in the US among others all put adequate weighting on this aspect. According to the literature, human resource is one of the critical success factors in any organization. The specific variables studied in this category were, human resources development in general, staff involvement in quality building, motivation and reward schemes, staff recruitment and deployment, education, training and skills development and job satisfaction and teamwork.

A 5-point Likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. The following is a summary of how the respondents rated various aspects of human resources development.

Table 2c: Human resources development

N=33	Mean	Std. Deviation
Human resources development	4.45	0.711
Staff involvement in quality building in products	3.97	0.81
Motivation and reward schemes	4.18	0.882
Staff recruitment and deployment	4.21	0.992
Education, training and skills development	4.27	0.911

Job satisfaction and teamwork	4.33	0.924
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Source: Research Data

Human resources and development in general was rated highly with a mean of 4.45. This had a Standard deviation of 0.7. Job satisfaction and teamwork had a mean of 4.33 and a standard deviation of 0.924. Education, training and skills development had a mean of 4.27 and a standard deviation of 0.911 while Staff recruitment and deployment had a mean of 4.21 and a standard deviation of 0.992. Motivation and reward schemes had a mean of 4.18 and a standard deviation of 0.882. Staff involvement in quality building in products had a mean of 3.97 and a standard deviation of 0.81.

The standard deviation in the human resource parameter indicated a relative dispersion as compared to the previous parameters. The companies placed varying importance to motivation and reward schemes, job satisfaction and teamwork, staff involvement in quality building in products, education and skills development. The literature indicates that it is difficult to measure non-financial performance, Chartered Institute of Management Accounts, UK, Chakravarthy (1986).

However, all the human resource development parameters were rated with a mean of roughly at least 4 out of 5 which this means that it is considered an important parameter in measuring management excellence. The general Human resource development parameter, job satisfaction and staff recruitment and deployment are perceived as the most relevant parameters in this dimension. The rest are relevant but not as important.

4.3.4 Rating of Process Management

According to the literature in chapter two, process management is an important element in quality management. It is one of the areas assessed by the International Standards Organization (ISO) in its certification process by Kenya Bureau of Standards. The specific variables studied in this category were, process management, value addition, continuous improvement, maintenance activities and safety management.

A 5-point Likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. The following shows how the specific process management parameters were rated.

Table 2d: Process management

N=33	Mean	Std. Deviation
Process management	3.91	0.879
Value addition activities	3.91	0.723
Continuous improvement	4.09	0.723
Maintenance activities	4.18	0.769
Safety management	4.21	0.857

Source: Research data

Process management had a low mean of 3.91, and a standard deviation of 0.879. On the specific parameters, Safety management was leading with a high mean of 4.21 and a

standard deviation of 0.857. This was followed by Maintenance activities with a mean of 4.18 and standard deviation 0.769, Continuous improvement had a mean of 4.09 and standard deviation 0.723 and finally Value addition activities (mean of 3.91, standard deviation 3.93).

	Mean	Std. Deviation
Value addition activities	3.91	0.723
Maintenance activities	4.18	0.769
Continuous improvement	4.09	0.857

The mean rating of 3.91 for process management was lower than the previous parameters. However, on a scale of 1 to five, it is still an important parameter of management excellence with safety management, maintenance activities and continuous improvement having a mean of over 4. Some managers felt that process standardisation limits creativity and thus the varied opinion.

4.3.5 Rating of Information Sharing and Utilization

According to the literature communication is a critical dimension of management. It is one of the areas assessed by the International Standards Organization (ISO) in its certification process by Kenya Bureau of Standards, 2005. The specific parameters studied were information sharing and utilization, collection and organization of information, analysis and use of information and communication channels.

A 5-point Likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent

to the other. The following shows how the specific communication parameters were rated.

Table 2e: Information sharing and utilization

N=33	Mean	Std. Deviation
Information sharing and utilization	4.06	0.827
Collection and organization of information	4.03	0.847
Analysis and use of information	4.03	0.637
Communication channels	4.18	1.014

Source: Research data

Information sharing was rated highly with a mean of 4.06 and a standard deviation of 0.83. Communication channels was the highest rated parameter with a mean of 4.18, standard deviation of 1.014. Analysis and use of information and Collection and organization of information both had a mean of 4.03 and low standard deviations of 0.637 and 0.847 respectively.

The standard deviations of the specific parameters indicated a considerable dispersion in the responses obtained. Some companies freely share information while others consider information to be confidential especially to competitors. The literature indicates that communication within the company enables the staff to align their activities in the right direction.

The mean of 4.06 is lower than the first two parameters. However, on a scale of 1 to 5 information sharing is an important parameter in measuring management excellence. Although it was not rated as the most important parameter, it is perceived as an important measure of excellence.

4.3.6 Rating of the Organizations Activities

The financial performance of an organization remains a critical aspect of measuring performance of management. Shareholders are interested in the bottom line. All the international and Kenyan awards use this parameter as a key indicator of excellence. The specific parameters studied were results, market share, business annual growth, performance indicators, profit growth and relating performance to quality.

A 5-point Likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. The table below shows how the respondents rated 'organization activities' parameters.

Table 2f: Results of the organization's activities

N=33	Mean	Std. Deviation
Results of the organization's activities	4.58	0.614
Market share among other players	3.91	0.522
Business annual growth	3.94	0.609
Performance indicators	4.18	0.528
Profit annual growth	4.33	0.736
Relate performance to quality	4.39	0.659

Source: Research data

Results of the organization activities general parameter was rated relatively high, having a mean of 4.58 and a standard deviation of 0.61. Relate performance to quality had a mean of 4.39 standard deviation of 0.659. Profit annual growth had a mean of 4.33 and standard deviation of 0.736, Performance indicators (Mean 4.18, standard deviation, 0.528), Business annual growth (mean 3.94, standard deviation, 0.609) and finally the lowest rating Market share among other players (mean 3.91, standard deviation, 0.522).

Whereas business improvement philosophies, approaches and methodologies are continuous developing and focus on many aspects of management, the research results indicate that the financial results of an organization are key to management. C.E.O's are answerable to the Board and the easiest parameter to assess is the financial results. This parameter is therefore rated highly by CEO's.

4.3.7 Rating of Use of standards

According to Munro and Wheeler (1980), CEO's must identify specific performance measures and standards. Organizations must combine the best practices in management and continuously improve their individual methodologies. Use of standards is one of the parameters of excellence used by the Kenyan award schemes. The specific parameters studied were use of standards, certification, quality awards or prizes won, monitoring and compliance to standards, quality and environmental management standards in place and application of standards in processes and operations.

A 5-point Likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. The table below shows how use of standards was rated as a measure of excellence.

Table 2g. Use of standards

N=33	Mean	Std. Deviation
Use of standards	4.48	0.712
Certification/accreditation	4	0.901
Quality awards/prizes won on product/services	4.06	0.788
Monitoring/control of compliance with standards	4.15	0.619
Quality and environmental management systems standard in place	4.15	0.755
Applications of standards in processes and operations	4.3	0.728

Source: Research data

Use of standards was rated highly where a mean of 4.48 was obtained and a standard deviation of 0.71. Of all the specific parameters, Applications of standards in processes and operations had the highest mean of 4.3 and a standard deviation of 0.72. This was followed by Quality and environmental management systems standard in place and Monitoring/control of compliance with standards both scored a mean of 4.15 and standard deviations of 0.75 and 0.61 respectively indicating consensus across the respondents. Quality awards/prizes won on product/services and

Certification/accreditation were the lowest rated with relatively high mean scores of 4.06 and 4.00 respectively and standard deviations of 0.78 and 0.9 respectively.

All the parameters in this dimension had mean scores of 4 and above meaning they are perceived as good measures of excellence. They had relatively high dispersion in the responses indicating that the use of standards is not as important as the other parameters.

4.3.8 Rating of Environmental Improvement and Consideration

In Kenya, the Kenya Bureau of Standards administers the ISO standards. The ISO model assesses environment improvement and consideration as one of the key elements in quality management. The specific parameters studied were environmental improvement and consideration, wastes generated and their disposal, waste reduction mechanisms, involvement in environmental activities and pollution control measures.

A 5-point likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. The table below indicates how parameters in this dimension were rated.

Table 2h. Environmental improvement and consideration

N=33	Mean	Std. Deviation
Environmental improvement and consideration	4.45	0.905
Types of waste generated and their disposal	3.76	1.032
Waste reduction mechanisms in place	4.03	0.883
Involvement in environmental activities	4.09	0.843
Pollution control measures in place	4.18	0.882

Source: Research data

Environmental improvement and consideration was rated relatively highly with a mean of 4.45 and a standard deviation of 0.91. The specific parameters were also highly rated with Pollution control measures topping with a mean of 4.18 and a standard deviation of 0.88. Involvement in environmental activities (mean of 4.09, standard deviation of 0.843), Waste reduction mechanisms in place (mean of 4.03, standard deviation of 0.883), and Types of waste generated and their disposal (mean of 3.76, standard deviation of 1.03). All parameters in this dimension were rated as good measures of excellence with the exception of waste generated and their disposal which was rated as a fair measure with a high standard deviation indicating lack of consensus across the respondents.

The measures in this dimension also had relatively high standard deviations most likely because of the differences between manufacturing and non-manufacturing companies. The companies in various industries have different processes and the nature of the company need to be considered in the assessment.

4.3.9 Rating of Measurement Methodology

According to the literature assessment of excellence and measurement of business performance has gone through a revolution, Neely (2000). This reformation has been driven by changes in the business environment that has led to the recognition that conventional measures do not present a complete picture of business performance, Stone and Banks (1997). The measurement methodologies therefore have to live up to this calling. The specific parameters studied were the measurement methodology, scoring and weighting of parameters, clarity of measurement tool, time taken in assessment, validity of tools and control of the staff doing the assessment.

A 5-point Likert scale (1 to 5) was used as the basis of measurement, where 5 represented the highest (best) level of positive sentiment and 1 represented the lowest level of the sentiment. The various responses were averaged to arrive at a mean score. A standard deviation was computed to indicate how responses varied from one respondent to the other. The table below indicates how parameters in this dimension were rated.

Table 2i: Measurements methodology

N=33	Mean	Std. Deviation
Measurements methodology	4.3	0.728
The scoring and weighing of the parameters	3.97	0.883
Clarity of tool measurement	4	0.829
Time taken in assessment	4.03	1.075
Validity of tools of measurement	4.12	0.781

Accuracy of tool measurements	4.27	0.719
Control of staff doing the assessment	4.27	0.801

Source: Research data

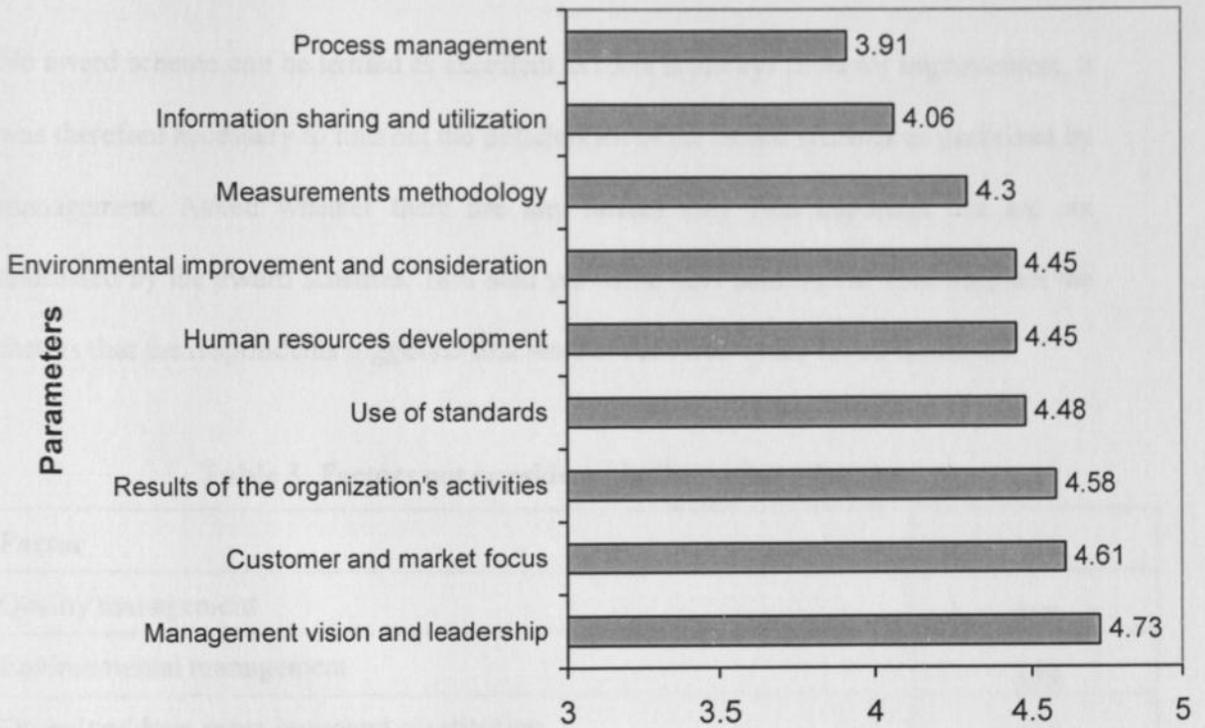
Measurement methodology was also rated highly with a mean of 4.3 and a standard deviation of 0.728. The specific parameters were also highly rated with Control of staff doing the assessment topping (mean of 4.27, low standard deviation of 0.8).and the least rated being The scoring and weighing of the parameters (mean of 3.97 , low standard deviation of 0.883). Accuracy of tools was rated above average with mean of 4.27, low standard deviation of 0.719 and validity of tools of measurement (mean of 4.12, standard deviation of 0.78 . Time taken for assessment (mean of 4.03, a high standard deviation of 1.07 indicating lack of consensus) and Clarity of tools (mean of 4, low standard deviation of 0.82 indicating consensus across the respondents).

The measurement methodology had a mean score of over 4 indicating that the organizations were happy with the assessment methodology of the scheme administrators. There was a relatively high standard deviation as compared to other parameters especially in the time taken in assessment. Measurement of performance should not take too much of management time as there are other aspects of management including planning, organising, implementing and controlling which require quality time.

4.3.10 Summary of the rating of general management parameters

The previous sections present the findings by specific parameters. The graph below shows a summary of the overall rating of the management parameters.

Figure 1: Rating of management parameter



Source: Research data

Management vision and leadership was rated highest with mean of 4.73, followed by customer and market focus having a mean of 4.61. The least rated in were process management and information sharing and utilization each having a mean of 3.91 and 4.06 respectively. The findings indicate that all the parameters under study were rated as appropriate measures of excellence. The human elements were rated as highly appropriate with emphasis being put on leadership and vision, customer focus and the bottom line.

4.4 Factors Not Addressed In the Award Schemes

No award scheme can be termed as excellent as there is always room for improvement. It was therefore necessary to find out the deficiencies of the award schemes as perceived by management. Asked whether there are any factors they find important but are not addressed by the award schemes, 18% said yes while 82% said no. The following are the factors that the respondents suggested that were not covered in the award schemes.

Table 3: Factors not considered in the award schemes

Factor	%
Quality management	50%
Environmental management	33%
Doesn't address most improved constitution	17%
Doesn't include the most improved categories/need to diversify	17%
Doesn't address issues to do with resource based companies	17%
Doesn't consider low financed companies	17%

Source: Research Data

Quality management was mentioned by 50% of those who felt that the award schemes are deficient. This was followed by environmental management at 33%. Only 17% indicated that the awards do not address issues to do with resource based companies, does not consider low financed companies and does not include the most improved constitution.

Given that 82% said that there is no important aspect of excellence that is not measured by the award schemes means that the award schemes were perceived to be comprehensive by a majority. The 18% who find the schemes wanting gave quality

management and environmental management as aspects that should be considered in future assessment. The other suggestions were to do with non inclusion of emerging companies which means that to capture modern or relatively new companies the award schemes should probably have new categories to help them remain relevant to new entrants. The awards should be seen as relevant to all institutions.

4.4 Likelihood to Recommend the Award Schemes

To understand the confidence the management have on the Kenyan award schemes, it was important to assess the likelihood to recommend the registration to other companies that are not registered. Asked whether they are likely to recommend the award schemes to other companies, most (85%) said they would. Their reasons for recommending the schemes to the other people were as listed below:

Reason For Recommending	%
Introduces a competitive spirit into organizations	46%
To provide quality products and services- chance for self evaluation	15%
Improve them to world class standards/continuous improvement	15%
Company will understand their strategies/weaknesses – learning forum	11%
Enables them to know the role of environmental cleanliness in quality	7%
Encourage giving back to society through donations	4%
Gauges the level of a company's position in the corporate world	4%
To make the award and management of business be known - awareness	4%

Source: Research data

From the reasons given for recommending other managers in other companies to register for the award schemes, the one single most important contribution the awards make to the

management and environmental management as aspects that should be considered in future assessment. The other suggestions were to do with non inclusion of emerging companies which means that to capture modern or relatively new companies the award schemes should probably have new categories to help them remain relevant to new entrants. The awards should be seen as relevant to all institutions.

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Encourage giving back to society through donations	4%
Gauges the level of a company's position in the corporate world	4%
To make the award and management of business be known - awareness	4%

Source: Research data

From the reasons given for recommending other managers in other companies to register for the award schemes, the one single most important contribution the awards make to the

industries is that they introduce a competitive spirit in the organizations. Other benefits include, it gives the participant a reason to evaluate themselves and hence improve quality, it gives room for continuous improvement, it provides a learning forum and it encourages giving back to the society through donations. The award schemes also help the companies to assess their position in the corporate world and create awareness for the company.

for further research. The objectives of this study was to establish the perceptions of companies about the parameters used to measure excellence in management in various organizations.

3.3 Summary of findings

There are many similarities and some differences in the perspectives of stakeholders about parameters used to measure excellence in management. Overall, management vision and leadership appear to be most important parameter.

Emphasis on customer and market focus led to current demands for customer care and services. Customer satisfaction measurements and monitoring was also found to be highly appreciated as a measure of excellence.

On Human resource development, job satisfaction and teamwork were found to be important. There was more emphasis for education, training and skills development. Stakeholders also rated safety management, and maintenance activities as highly important.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines the summary of findings, conclusions, recommendations and suggestions for further research. The objectives of this study was to establish the perception of companies about the parameters used to measure excellence in management in Kényan organizations

5.2 Summary of findings

There are many similarities and some differences in the perspectives of stakeholders about parameters used to measure excellence in management. Overall, management visions and leadership appear to be most important parameter.

Emphasis on customer and market focus led to current demands for customer care and education. Customer satisfaction measurements and monitoring was also found to be highly appropriate as a measure of excellence.

On Human resource development, Job satisfaction and teamwork were found to be important. There was more emphasis for education, training and skills development. Stakeholders also rated safety management, and maintenance activities as highly appropriate.

Generally all parameters were rated as appropriate in measuring excellence as all had a mean score of 4 or whereby the maximum was 5.

5.3 Conclusions

Overall, management, vision and leadership appear to be deemed more important than all the other parameters for the award schemes. The following aspects were rated top on importance; commitment to quality, quality policy and level of awareness in the organization and implementation strategy.

Customer and market focus parameters were rated second on appropriateness but very close to results of the organizations activities aspects which were a close third. Use of standards parameters ranked fourth on the appropriateness scale while human resource development which had the same scale with environmental improvement and consideration came a distance fifth. Measurements methodology was rated sixth while information sharing and utilization came a distance seven. Process management was found to be the least appropriate measure of excellence.

It is therefore clear that the three most important parameter used to identify rating excellence in management of Kenyan companies are management, vision and leadership, Customer and market focus and organizations activities.

However, the stakeholders were of the opinion that quality management, and environmental management should be included. They complained that the award schemes do not include the most improved categories therefore there was need for diversity. It was found not to address issues to do with resource based companies and the need to consider low resource/small companies.

Most stakeholders would recommend other companies to join the award schemes as a way of ensuring competitiveness and continuous improvement. They were of the opinion that the award scheme introduces a competitive spirit into organizations, makes a company provide quality products and service by improving them to world-class standards. Companies are able to understand their strengths and weakness. They are also more able to give back to the society through donations and promotions.

5.5 Suggestions for Further Research

Further research could be conducted in future on the general public who may rely on the awards to rate companies or in their purchase decisions. Such a research would help explain how the consumers respond to various award schemes. Other research could also be conducted to establish the relationship between excellence based on the award schemes and company performance. Research can also be conducted to establish whether the companies that are involved in the award schemes have improved performance.

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	1-3 years	4-8 years	9-15 years	Over 15 years

QUESTIONNAIRE FOR COMPANIES REGISTERED FOR AWARD SCHEME

PART ONE: COMPANY PROFILE

1. Name of Company _____

2. Type of business: Circle one

- Manufacturing
- Financial Services
- Hotels and Tourism
- Telecommunications and ICT
- Agriculture
- Others (please specify)

3. Which of the following ranges best estimates the number of persons employed in your firm.

1 – 5	6 – 20	21 – 100	101 – 500	501 and above

4. Which of the following ranges best estimates the number of years your firm has been in operations?

Less than 1 year	1 – 3 years	4 – 8 years	9 – 15 years	Over 15 years

PART TWO: RATING OF MANAGEMENT PARAMETERS

5. To what to what extent are the following parameters factors of excellence in Management? On a scale of 1 to 5 please circle the most appropriate (1 being the least appropriate and 5 being the most appropriate).

PARAMETER	1	2	3	4	5
Management Vision & Leadership	1	2	3	4	5
- Commitment to quality	1	2	3	4	5
- Quality policy and level of awareness in the organization.	1	2	3	4	5
- Implementation strategy (action plans)	1	2	3	4	5
Customer and Market Focus	1	2	3	4	5
- Customer needs identification	1	2	3	4	5
- Customer care and education.	1	2	3	4	5
- Implementation strategy (action plans)	1	2	3	4	5
- Customer satisfaction measurement and monitoring (complaints, surveys, ratings, etc).	1	2	3	4	5
- Quality as a strategic marketing tool	1	2	3	4	5
Human Resource Development	1	2	3	4	5
- Staff recruitment and deployment.	1	2	3	4	5
- Education, training and skills development.	1	2	3	4	5
- Job satisfaction and teamwork	1	2	3	4	5
- Staff involvement in quality building in products/services	1	2	3	4	5
- Motivation and reward schemes	1	2	3	4	5

Process Management	1	2	3	4	5
- Value addition activities.	1	2	3	4	5
- Continuous improvement.	1	2	3	4	5
- Safety management	1	2	3	4	5
- Maintenance activities	1	2	3	4	5
Information Sharing and Utilization	1	2	3	4	5
- Collection and organization of information.	1	2	3	4	5
- Analysis and use of information	1	2	3	4	5
- Communication channels	1	2	3	4	5
Results of the Organization's Activities	1	2	3	4	5
- Performance indicators	1	2	3	4	5
- Market share among other players (%)	1	2	3	4	5
- Business annual growth (%)	1	2	3	4	5
- Profit annual growth (%)	1	2	3	4	5
- Relate performance to quality	1	2	3	4	5
Use of Standards	1	2	3	4	5
- Applications of standards in processes & operations.	1	2	3	4	5
- Monitoring/control for compliance with standards.	1	2	3	4	5
- Quality and environmental management systems standard in place	1	2	3	4	5
- Certification/accreditation	1	2	3	4	5
- Quality awards/prizes won on products/services	1	2	3	4	5
Environmental improvement and consideration	1	2	3	4	5
- Involvement in environmental activities.	1	2	3	4	5
- Types of waste generated and their disposal.	1	2	3	4	5
- Waste reduction mechanisms in place	1	2	3	4	5
- Pollution control measures in place	1	2	3	4	5

6. What are your views on the measurement methodology? On a scale of 1 to 5 please circle the most appropriate (1 being the least appropriate and 5 being the most appropriate).

Measurement Methodology

- Accuracy of tool of measurement.
- Clarity of tool of measurement.
- Validity of tools of measurement
- Professionalism of Staff doing the assessment
- The scoring and weighting of the parameters
- Time taken in assessment

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

7. Are there some key factors that the Award Scheme does not address?

8. Would you recommend other organizations to register for the Award? Why?

Appendix 4

COYA 2006 PARTICIPATING COMPANIES

Express Connections (Double M)
Adopt A light
Agricultural Development Corporation
Akamba Public Road Services Limited
Assa Abloy (EA) Limited
Athi Water Services Board
Barclays Bank of Kenya Limited
Bidco Oil Refineries Limited
Blowplast Limited
BOC Kenya Limited
Brookhouse School Limited
Brookside Dairy Limited
Cinearts Afrika Limited
Citigroup
Communications Solutions Limited (Access Kenya)
Davis & Shirtliff Limited
Dodhia Packaging Limited
East African Cables
East African Portland Cement Company Limited
Electroflow Technologies (K) Limited
Equity Bank Limited
General Printers Limited
Gertrude's Garden Children's Hospital
Githunguri Dairy Farmer's Cooperative Society
Kenya Electric Generating Company (Ltd)
Kenya Airports Authority
Kenya Commercial Bank Limited
Kenya Medical Research Institute

Kenyatta National Hospital
Lubeschem (Kenya) Limited
Maseno University
Mohazo Ex-Impo Limited (WEMA ART)
Mumias Sugar Company Limited
Nairobi Bottlers
Newline Furnishers
Njimia Pharmaceuticals
Oakland Media Services Limited
PC Comm Africa Limited
Professional Clean Care Limited
Pure Health Products Limited
Rangechem Pharmaceuticals Limited
Rift Valley Bottlers
Limited
Safari Park Hotel
Securex Agencies (K0 Limited
Standard Chartered Bank Kenya Limited
The Copy Cat Limited
The Magadi Soda Company Limited
The Nairobi Hospital
The Steadman Group Limited
UAP Insurance

Appendix 5

KENYA QUALITY AWARD PARTICIPANTS (2004)

Since 2004 there have been no awards

Athi River Mining Ltd
Bidco Oil Refineries Ltd
Cook 'N' Lite Ltd
Davis and Shirliff Ltd
East African Packaging Industries Ltd
Firestone East Africa (1969) Ltd
General Motors E.A.Ltd
GlaxoSmithLine
Pwani Oil Products Ltd
Somken Petroleum Co. Ltd
W.E.Tilley (Muthaiga) Ltd
Kenya Pipeline Company Ltd
SDV Transami Kenya
The Aga Khan Hospital
Alpha Medical Manufacturers Ltd
Farm Engineering Industries Ltd
Jambo Biscuits (K) Ltd
Kartasi Industries Ltd
Kenya Clay Products Ltd
Metsec Ltd
Paper Converters (K) Ltd
Warren Enterprises Ltd
EAM Environmental Management Co. Ltd
Rockey Driving School
Honey Care Africa Ltd
Kitabu Industries Ltd

Maikar Quality Products

Pearly Waters Ltd

Eldoret Water and Sanitation Co Ltd

Elisters 2000 Ltd

Polucon Services (K)

Pride of Meru Hotels Ltd

Ziwa Creations Ltd