STRATEGIC ADOPTION OF INFORMATION COMMUNICATION TECHNOLOGY (ICT) AND PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN NAIROBI COUNTY, KENYA

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DECLARATION

This research project is my original work and has not been submitted for a degree in this or any other University.

…….. ……

FRANCISCA MUTUNGA **Date**

This project has been submitted for examination with my approval as the University Lecturer.

…….. ……..

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God Bless You all!

DEDICATION

This research project is dedicated to my family for their support and inspiration through the

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ABBREVIATIONS

CRM	Customer Relationship Management
DCT	Dynamic Capabilities Theory
HRMIT	Human Resource Management Information Technology
ICT	Information and Communications Technology
KNBS	Kenya National Bureau of Statistics
KNCCI	Kenya National Chamber of Commerce and Industry
OST	Open Systems Theory
ROA	Return on Assets
ROI	Return on Investment
SMEs	Small and Medium Enterprises
SD	Standard Deviation

ABSTRACT

The study sought to determine the influence of strategic adoption of information communication technology on the performance of SMEs in Nairobi City County. The study focused on 230 SMEs in Nairobi Central Business District under the following sectors: Services; Health/Medical; Retail; Tourism; Transportation; General; Construction; and Agriculture (Appendix I). The investigation interviewed the following groups of respondents: - business owner, records officer and chief accountant. Applying descriptive research design, to evaluate the connection between ICT and performance of SMEs. Both subjective and quantitative information was utilized for the examination. The subjective information was analysed through multiple regression. The findings showed that enterprises in the study area with adoption of ICT has the potential in information sharing, and escalate an organization ability in managing the essential variation across various functional domain as well as effectively forecasting and capturing opportunities in market thereby managing business processes efficiently. ICT has equipped top management with progressive execution reports, which they can use to predict future improvement courses. The study recommends that SMEs in the study area must understand that as much as the environment changes their organization, they also have an influence on the environment. Managers need unusual state data with the ability to penetrate down. Information given by ICT helps administrators in choosing masterminding and control.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Information communication technology has opened new horizons for SMEs, thus empowering them to execute business activities through utilization of advanced technologies (Mahdi, 2015).As indicated by Siami (2015), performance of aggressive enterprise has been related to Information technology. Interest in ICT has added to improved productivity and viability of the frameworks, improved client assistance conveyance, showcase extension and data the executives among aggressive enterprise. The evolution in ICT has led to radical changes in businesses across the world (Teymouri&Ashoori, 2013).

Information communication technology assumes a noteworthy job in giving an association an aggressive edge and furthermore improving the exhibition through permitting advancement of one of a kind items which may prompt first-mover advantage, decrease in activity costs by expanding productivity, advancement of vital collusions with key clients, providers, experts and different accomplices, in addition to separation of items and administrations which add to progress of business forms (Alipour and Mahdi, 2015).

The study was anchored on two theories: Open Systems Theory (OST) which proposes that enterprises should be active and versatile to internal and external factors that influence performance; and Dynamic Capabilities Theory (DCT) which contends that enterprise with a more extensive scope of element abilities will, in the long run, outperform and beat enterprise with fewer element capacities. Information communication technology can be helpful instrument not for just reformulating plans

of action yet in additional elements that describe whole business divisions. Thusly, on the issue of primary concern execution (productivity).

Medium and small enterprises (MSEs), being the economic pillars that they are, need to respond to the competitive environment that they face presently (Shin, 2014). In many countries, SMEs have a consequential task in creation of employment, and boosting economic growth. This said Kenya is no different, especially because the country is primarily driven by small and medium businesses (Masese, 2015).SMEs apply a solid impact on the economies of all nations, especially in the quick changing and progressively focused worldwide market (Anaroni, 2014; Drilhon and Estime, 2013). Nonetheless, it has turned out to be unpredictable to such an extent that it takes more than progress to remain alive. The risk presented to SMEs by the enormous enterprises is with the end goal that they can be gulped whenever (Levy, 2013).

1.1.1 Concept of Strategy

In its broadest sense, a framework is a technique by which individuals or affiliations achieve their objectives. Chandler (2016) portrays it as a confirmation of the core whole deal, and undertaking goals, while appointment of definite action as well as apportioning advantages for doing these destinations. According to Hart (2015), it was obtained from the military and applied in business. Hart battles that technique is about strategies and the contentment in completion, not their specifications. After some time, crafted by resources yields genuine results and these, in light of arranged results, shape the future sending of advantages. Along these lines Irwin (2015) fights that "recognized" technique ascends out of the case of exercises and decisions. Besides, in this manner framework is a flexible, propelling viewpoint on what is required to obtain the terminations in view (Porter, 2013).

1.1.2 Information Communication Technology

Most importantly, ICT impacts a relation scope in communicating with customers (Christensen, 2015). In the current business context is of great need that businesses connect fast with customers (Bostrom, 2015). Clients are able to find answers to their query nightfall by use of ICT. A data innovation is a business backbone as it motivates business growth through rapid handling, extensive dispersion of data, intelligence as well as better stockpiling of information. Developments forge firm's management to be more effective, and promote advancement that boosts its esteem, improving quality, and increases profitability (Bryson, 2014).

ICT empowers hierarchical information and data identified with monetary and legitimate data, to be taken care of inside one extensive framework (Ghaziri, 2014). The officials' level systems serve the watching, controlling, fundamental initiative, and legitimate activities of focus boss. The board-level structures commonly give discontinuous reports instead of minute information on undertakings. For instance, a movement control structure that reports on point of fact the moving, house-seeking after, and home financing costs for workers in all affiliation divisions, seeing any place real expenses beat spending plans (Bostrom, 2015). ICT help senior organization handle and address essential issues and whole deal designs, both in the enterprise and in the outside condition (Ravishankar, 2016). The central concern is planning changes in the external condition with existing progressive capacity. Operational-level systems support operational executives by checking the crucial pursuit and enterprise in the relationship, example, deals, receipts, cash storage, money, decisions about credits, and materials movement in a creation line. The central motivation at this level is to deliver routine requests and to pursue trades movement through the affiliation (Heller, 2013).

1.1.3 Enterprise Performance

Enterprise performance eludes to the administration, checking and investigation of key business measurements overall features of an enterprise, crosswise over offices and backups with the objective of improving procedures, productivity and key union (Rainey, 2014). The idea of big business execution or viability holds a focal situation in the administration of SMEs and enormous associations just as in the field of authoritative research. In the course of the most recent decade, worries for effectiveness, execution, efficiency, greatness and all-out qualities have turned out to be progressively far-reaching in all sub-Saharan associations (Lewin and Minton, 2014). These worries are regularly propelled by the view of dangers to the sturdiness of the association. They likewise appear to be advocated by the ever-more prominent global challenge for pieces of the overall industry and assets (Maltz, 2015).

Norton (2013) states that performance constitutes a scope of official/top-level exercises adapted towards checking, measuring and modifying parts of individual and hierarchical performance through different sorts of administrative controls. Performance consolidates authoritative performance management with individual performance management. Authoritative performance constitutes the genuine yield or result of an enterprise as analyzed against its objectives and targets. It includes an association doing its best to satisfy its objective by utilization of sound and strong administration, solid administration and a constant reminder to all on accomplishment of results (Pearce and Robinson, 2013).

Endeavor performance is estimated by the accompanying markers: financial view, customer outlook, innovation, and learning perspective and internal business view among others (Finn, 2015). This restriction of criteria for assessing various levelled execution is in truth a miracle of range repression having brought about travel boss

formwork and manage people in affiliations (Warren, 2016). Banz (2014) reports that as enterprise grow up, it turns out to be increasingly hard for them to continue great execution. In this way, a little enterprise is increasingly imaginative, creative and change all the more promptly to improve their qualities (Hannan and Freeman, 2015).

Be that as it may, the idea of big business execution is time after time confined to its monetary aspect. Actually, most assessments of enterprise execution rely upon pointers, for instance, return on endeavors, arrangements, and advantage per share (Morin, 2014). Regardless, an affiliation has various perspectives; among them are the people who work for it, the methods they use to achieve its objectives, and nature in which the association advances (Ding, 2013). Therefore, one would expect that the enterprise execution evaluation would consider these different measurements. Shockingly, this isn't frequently the situation (Pavitt, 2014).

1.1.4 Small and Medium Enterprises in Nairobi County, Kenya

SMEs are those organizations, exchange, administration, and the industry or business exercises that post a turnover of between five hundred thousand, and five million yearly, and have a worker rundown of 10 to 50 (Mwariri, 2013). In the assembling area, interest in plant and apparatus ought to be between ten million and fifty million and enrolled an undertaking capital of between five million and twenty five million in the administration and cultivating division.

There are about 1.56 million SMEs authorized by the county governments while the unlicensed organizations recognized by family units are 5.85 million (KNBS, 2017). Lion's share of these minimal estimated associations in the administration area, with majority working in retail and rebate trade, vehicles fixed to pursue settlement, and nourishment administration exercises and other administration exercises. Discount

and retail exchange; fix of vehicles and bikes represent the greater part of authorized at 57.1% and unlicensed 62.9% organizations (KNBS, 2017). In all counties with special case of Nairobi, smaller-scale estimated foundations comprise more than 90.0 percent of every authorized foundation (KNCCI, 2016). Besides, Nairobi County has the most elevated extent of MSMEs at 14.8 percent. SME connected about 14.9 million people in 2015 and in this manner, apparently gives the most elevated business openings in Kenya (KNBS, 2017).

The estimation of the SME's yield is evaluated at Kshs. 3,371.7 billion against a national yield of Kshs. 9,971.4 speaking to 33.8 percent commitment in 2015. Regarding gross worth included, SMEs are assessed to have provided Kshs. 1,780.0 billion contrasted with Kshs. 5,668.2 billion for the entire economy. SMEs in Nairobi County are broadly categorized under light manufacturing, services and commercial and trade (KNCCI, 2016). There are approximately 5,000 registered little and smaller scale undertakings in Nairobi County (National Bureau of Statistics, 2014). There are many similarities visible in little and smaller scale undertakings such as the nature of services and goods they offer clients and their mode of operations. This in mind, there is pressure on the SMEs from competitors and customers to reduce prices and consent to dwindling sales margins (Susman, 2016).

1.2 Research Problem

Information communication technology helps enterprises to reduce managerial cost; oversee information; arranging and recovering of data which help the association to give benefits quicker, and makes correspondence progressively precise and simpler, which at that point impacts the degree of execution.

Studies have been done on ICT and performance in Kenya. Mwanzia (2015) undertook a descriptive research on influence of ICT on firms' financial performance in Nairobi County and found that ICT is crucial for decision making. However, the study did not focus on SMEs. Kemboi (2013) utilized cross-sectional data to investigate influence of ICT on money related execution of security enterprise in Kenya and found that ICT positively affected monetary execution. The study did not consider other sectors and it is difficult to generalize the findings to other enterprises. Using random sampling, Ekwe (2015) studied the relation linking ICT and SMEs performance in Nakuru County focusing on 35 respondents as sample size and discovered a positive momentous association between ICT components and Return on Assets. However, the sample size was small and the findings cannot be generalized.

Despite the empirical evidence available, it is clear that the studies carried out in different sectors and regions contradict each other. Others detailed a powerless positive association among ICT and the execution of SMEs. Others found a strong positive relation among ICT, and SMEs execution. It is against this foundation this investigation tried to address the inquiry: what is the impact of Information communication technology on execution of SMEs in Nairobi City County.

1.3 Research Objectives

To determine the influence of Information Communication Technology on performance of SMEs in Nairobi City County.

1.4 Value of the Study

The examination is an uncommon motivating force to the Government of Kenya and particularly Nairobi County in light to fact that the discoveries may offer direction to understanding Information communication technology practices among SMEs in this

manner assume an important job in supporting SMEs in a proficient and viable way. The Government may profit by the outcomes in deciding how future approaches could be planned to effectively effect on this division. To the SMEs proprietors and directors or business visionaries in different SMEs, the investigation discoveries may have the option to recognize the holes that may require re-assessment, adaptability, and versatility in gathering ecological difficulties and planning predominant arrangements. The consequences of the examination may empower SMEs comprehend whether reception of unrivalled systems might be in charge of the main one hundred firms' prevalent exhibition. The business visionaries will have the option to gain from tried procedures already effectively implemented by other well performing SMEs.

The examination might be utilized by different scientists who might need to extend the subject on information communication technology and SMEs execution later on. Researchers will thusly have the option to clarify the subject and add towards creating a completely fledged order. This may empower potential financial specialists in the division to become familiar with the elements of the business before submitting their capital.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter is organized into different sections: theoretical foundation; empirical review; and a summary of the knowledge gap is specified at the epilogue of this chapter.

2.1 Theoretical Foundation

This section discusses two theories which are: Open Systems Theory (OST) which posits that enterprises should be active and versatile to internal and external factors that influence performance; and Dynamic Capabilities Theory (DCT) which contends that enterprise with a more extensive scope of element abilities will, in the long run, outperform and beat enterprise with fewer element capacities.

2.1.1 Open Systems Theory

It was propagated by Millett (1998). It suggests that enterprises are viewed as open frameworks that are environment-dependent. According to OST, all frameworks have limits, and that some limits have a tendency to be difficult to recognize since frameworks have a tendency to be progressive (Hamel, 2015). Open frameworks have penetrable outskirts and this guarantee that input can unreservedly be traded and caught on. OST argues that closed frameworks, rather than open frameworks, have strong fringes through which little data is exchanged (Weick, 2013). Closed limit enterprise is regularly undesirable.

The outer environment contains a limitless choice of strategies and impacts that can affect an enterprise, however which the association can't specifically control. Impacts

can be political, monetary, environmental, societal and innovative in nature (Pearce & Robinson, 2014). Enterprises are likely to cope with uncertainty during strategy implementation if they have lean internal processes (Salwe, 2015). Lertwongsatien (2014) contends that ICT engrained within organizational plans and structures tend to promote a firm's values in tandem with those of the extended social environment.

Organizational leaders must understand that as much as the environment changes their organization, they also have an influence on the environment (Donaldson, 2014). Hierarchical aggressiveness is upgraded by embracing fitting models to examine the dynamic business environment. Michael Porter's model empowers associations to comprehend strengths that impact business operations that range from; new participants, bartering force of purchasers and providers, industry competition and substitutes. The hypothesis is pertinent to the investigation as it causes the administrators to understand clearly the general formations and elements in the relation and what they must do to manage the relationship towards its core objectives and imagination.OST characterizes the framework in association with nature (Bryson, 2014). In any case, the significant shortcoming of OST is that it doesn't consider possibilities or specific style of working in the relation and it assumes majority of the relations are vast, overwhelming and open structures (Myers, 2014).

2.1.2 Dynamic Capabilities Theory (DCT)

DCT was propagated by Pisano and Teece (1997) as an expansion of the asset-based perspective of the theory of the enterprise. DCT takes a gander at how enterprise incorporates, form, and reconfigure their inward and outer enterprise-particular capacities into new abilities that match the turbulent environment they work in (Prahalad, 2015). The theory argues that enterprises with a more extensive scope of element abilities will, in the long run, outperform and beat enterprise with fewer

element capacities. The theory comprehends the way enterprises utilize dynamic abilities in creation and sustainment of the upper hand over different organizations by making and reacting to natural changes (Mauborgne, 2014).

Petter and DeLone (2013) contend that the theory expects that enterprises with more conspicuous component capacities will defeat enterprise with tinier ICT component limits. The point of the hypothesis is to demonstrate how enterprise utilizes dynamic capacities to make and support a high ground over different enterprise by reacting to and moving. Out common improvements (Rukstad, 2017). Therefore, DCT bolsters the study by depicting how SMEs can apply ICT to expand performance. SMEs have the dynamic capacities when they can fuse, shape and reorganize the inside and external enterprise-specific limits light of its turbulent context. The hypothesis recommends that associations work in situations they can't completely get it. Notwithstanding, the hypothesis ICT uses the purpose of dynamic abilities to clarify economical upper hand (Cook, 2013).

2.2 Information Communication Technology

Seniors use ICT to communicate and make informed business decisions that impact the entire affiliation. According to Ghaziri (2014), overseers need unusual state data with the ability to penetrate down. As frequently as could be expected under the circumstances, the information given by ICT helps administrators in choosing to mastermind and control decisions. As needs are, the put aside information should then be looked into and scattered for the use by an affiliation authority and top organization similarly as mid-level executives to take reasonable whole deal (key) and present minute (Tactical) essential administration (Pearce, 2015).

Managers use ICT for planning and forecasting, providing an opportunity for introduction of new products in the market, and improving existing products. Vital administration data framework keeps up administrative action in the field of item headway, valuing choices, special effects, and deals anticipating. Besides, marketing frameworks depend on outer data origins that incorporate clients and rivalry. The gathered data is additionally essential in identifying various marketing methodologies (Laudon, 2014).

Top managers use ICT for strategic integration by choosing business decisions reliant on the social occasion, coordination, and assessment of the accumulated data and information. In operations, the executives' data frameworks more than any useful area, tasks have been impacted by remarkable innovative upgrades. Assembling procedures have changed this. Inventories are allowed in with the goal that extensive measures of cash are not spent for warehousing colossal inventories (Reynolds, 2014).

Information communication technology stores key information about customers, including past arrangements, contact information, and arrangements openings (Drucker, 2016). Advancing, customer backing, arrangements, and business improvement bunches every now and again use customer relationship management (CRM). CRM is a procedure executed with the assistance of ICT. CRM enables associations to fabricate positive client encounters dependent on important, constant data that issues for the business (Markides, 2015).

Nickols (2014) fights that Human Resource Management Information Technology (HRMIT) tracks specialist execution records and money data. In addition, progressively conspicuous organization information structure capability cause a more elevated execution level.

2.3 Measures of Enterprise Performance

The balanced scorecard enables managers to examine a business from a four significant perspectives or view; financial view, Customer view, internal business view and innovation & Learning aspect. The main financial intent is to increase profit, shareholder value as well as business growth. How an enterprise is accomplishing from its clients view is the top management prime concern.

The balanced scorecard dictates managers should base their general mission statement on servicing customers better and meets customers' expectations and satisfaction (Harward, 2014).balanced scorecard internal measures should be based on business operations that directly influences client satisfaction (Lustgarten, 2016). ICT plays a vital duty in assisting managers breakdown summary rates, and when unanticipated alert occurs on the balanced score card, managers can examine their information system to unearth the source of trouble. (Newmark, 2014). Extreme global competition force businesses to continuously innovate their products and processes as well as the capabilities of developing entirely new products (Harris, 2016). A company's potential to invent, upgrade, and comprehend depends precisely on its values.

2.4 Empirical Review on ICT and Enterprise Performance

Mella and Pellicelli (2014) did an irregular testing the Impact of ICT on exhibition of Bangladesh SMEs and discoveries demonstrates that inside the cutting edge corporate world, ICT has turned into a key fixing in the hierarchical exchange preparing just as business activities, since it gives imperative reports to the different levels in the authoritative progressive systems. The investigation takes note of that ICT

frameworks are explicitly assigned to give the correct data when required, empowering directors to practice viable control of authoritative assets and tasks.

Kiu (2014) directed a survey to decide the effect of the ICT on enterprise execution in Kenya: Understanding the intervening job of corporate business in SMEs. The discoveries demonstrate that ICT outfits the midlevel executives with progressive execution reports, which they use to predict future improvement courses while the top organization utilizes the ICT for essential decisions. The examination assumed that in this significantly engaged overall business condition, a fruitful ICT enables SMEs to win contention since it gives the mechanical assemblies that can be used to survey and grasp business components both inside and outside the SMEs yielding advantage.

Swann (2014) did arbitrary examining 40 SMEs in Jordan to discover the effect of ICT on hierarchical execution: A field learns at Jordanian administrations part. The investigation set up that ICT assumes a significant job in the presentation of the association since it gives a domain where every one of the employments to be finished by the arrangement and detailing depends on a single tick condition.

Majeed (2015) gives observational assistance to a positive association between business execution and information communication technology approach. The examination was directed with regards to smaller-scale associations. The investigation guessed a comparable connection between ICT and execution for little enterprises. The study inferred that for SMEs to prevail in an undeniably focused, data extraordinary, powerful condition, at that point the arrangement of business procedure and ICT was a need.

Ochieng (2015) conducted a cross-sectional survey on 20 medium businesses in Kenya to determine the challenges in implementation of ICT in Kenyan business

context. The research found that Skills and knowledge of information technology have a positive correlation with SMEs performance, and aspects of ICT have a strong influence on SME's performance.

An empirical study conducted by Waugh and Luke (2015) on South African manufacturers: A survey on the Influence of the executives' data modernity and IT support execution of SMEs. The findings with regard to the expected benefits of ICT implementation showed that ICT enhances a firm's potential in information sharing and escalate its ability to manage required changes across various functional domains.

Furthermore, ICT integration allows an enterprise to effectively forecast and capture opportunities in market thereby managing business processes efficiently.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part has various constituent demonstrating the philosophy used in doing the investigation meant to address the particular targets of the examination. These segments are; research design, target population, sampling, data collection instruments, and analysis of data.

3.2 Research Design

The study used a descriptive survey research design. It is an investigation planned to depict the members in a precise manner (Devin, 2013). Descriptive research is trussed as it clearly described individuals partaken in the investigation. The present research directed a contextual analysis of Nairobi County to decide the connection between ICT and SMEs performance in Nairobi City County.

3.3 Population of Study

The target populace for this examination was 230 SMEs working in Nairobi Central Business District (Appendix I). This makes the county a potential investment destination for medium, small and large businesses (Kenya National Chamber of Commerce, 2015).

3.4 Sampling Design

The sample frame for this study was meticulous chosen to form a representative of the whole population with the pertinent attributes. The following categories of SMEs were of focus for the study: - Services; Health/Medical; Retail; Tourism; Transportation; General; Construction; and Agriculture. In addition, the investigation

met the following groups of respondents: - business owner, records officer and chief accountant. Slovene formula will be applied in this study: $\tilde{N} = N/ (N \times d^2 + 1)$ where; $\tilde{N}$ = sample size, N = total population; d =1= degree of confidence with a desired 90% degree of confidence- to produce a sample of 70 SMEs as presented below:

$230 / (230 \times 0.1)^2 + 1) = 69.641$. Whereby 2 participants from each sampled SME were locked in during information gathering making a sample size of 140 participants'.

3.5 Data Collection

Questionnaires were administered to business owners, records officers, and accountants were utilized in collecting primary data. The questionnaire contained specific questions and alternatives answers. The apparatus was intended to respond to the inquiry: what is the influence of strategic adoption of information communication technology and SMEs performance in Nairobi County.

3.6 Data Analysis

Descriptive and inferential statistics were utilized in analyzing data. Inferential statistics utilized multiple linear regression analyses to show connection linking adoption of ICT and SMEs performance in Nairobi County. Descriptive statistics was through mean and standard deviation.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y= dependent variable (performance of SMEs in Nairobi City County)

β_0 = Constant Term

β_1, and β_2, = regressions of co-efficient that define explain the state of the autonomous factors to needy variable.

X1–Communication; X_2–Records; X_3–strategic integration; and X_4 –Planning and forecasting.

ε = Error term describing performance variability of SMEs because of different elements not represented.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter contains an introduction, and understanding the information gathered in the investigation. The primary segment exhibits statistic attributes of respondents. The second area displays the discoveries of the study taking into consideration the goals the investigation looked to accomplish.

4.2 Questionnaire Response Rate

The investigation focused on 140 participants whereby 140 individuals sampled to participate in this examination all were available and 140 polls were controlled through a Survey Monkey procedure as presented below;

Figure 4.1: Response Rate

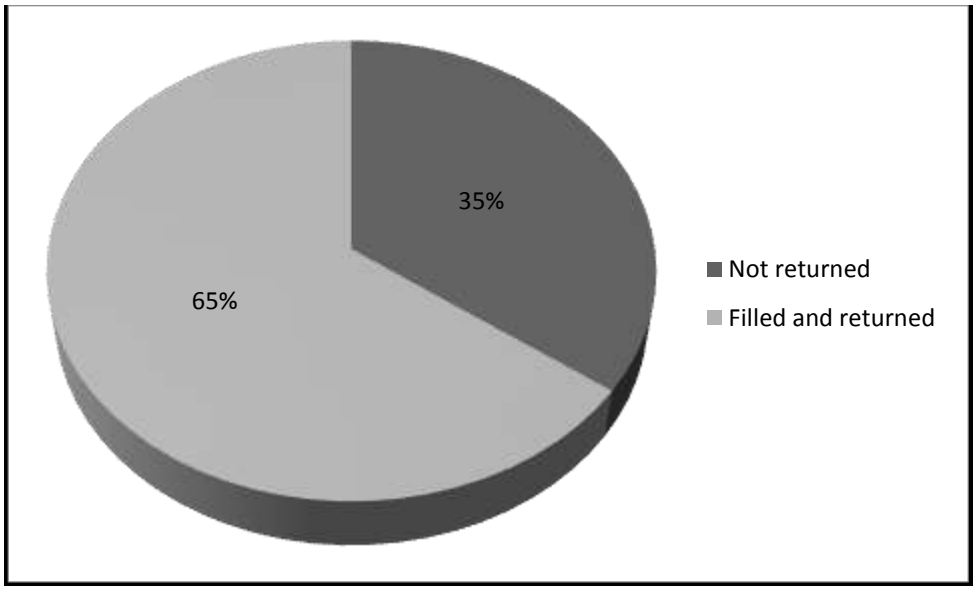

Figure 4.1 shows that 91 polls were finished viably and were usable for examination. At the point when there is a distinction altogether returned versus usable polls,

analysts ought to use the quantity of usable surveys as the numerator in ascertaining reaction rate (Zikmund, 2010). Hence, the reaction rate for this exploration was 65 percent. This was viewed as an exceptionally solid reaction rate for speculations of study discoveries since as per Zikmund (2010) a reaction rate of 50 percent or more is said to be a dependable reaction rate.

4.3 Demographic Characteristics of the Respondents

Demographic attributes were analysed while focusing on 4 themes, which includes the sector upon which the enterprise was operating, years of operation, participants' job designation, and number of employees as presented in subsequent section:

Table 4.1: Demographics Characteristics

Variable	Category	Frequency (N=91)	Percentage
Sector	Manufacturing	33	36.3
	Services	58	63.7
Years of operation	1 - 5 yrs	42	46.1
	6 - 10 yrs	27	29.6
	Exceeding 10 yrs	22	24.1
Job Designation	Director	70	76.9
	Accountant	21	23.1
No. of Employees	50	72	79.1
	51-100	10	10.9
	Over 100	9	9.9

An aggregate of 72 (79.1%) SMEs had employed 50 employees, be that as it may, just 9 (9.9%) had over 100 employees. Therefore, majority of SMEs are still in growth stage. The greater part of the SMEs had operated for no less than 5 years 42 (46.1%). Greater part of the respondents 70 (76.9%) were directors while just 21 (23.1%) were

accountants. The highest number 58 (63.7%) of SMEs in the study area were in the services sector.

4.4 Descriptive Statistics

This section aimed to obtain summaries of the variables as well as to compare the numeric variables side-by-side. To assess the respondents' level of agreement/disagreement on adoption of Information Communication Technology using a five-point Likert scale of 1-5; ranging from, strongly disagree-1, through neither agree nor disagree-3 to strongly agree-5.

Table 4.2: Communication

Statement	N	Mean	Std. Deviation
Enterprise use intranets for communication	91	4.43	0.09
Enterprise use portal to gather and present information to customers	91	1.77	1.20
Enterprise utilizes emails in communicating within and outside the business.	91	4.22	1.38
Enterprise utilizes websites to communicate with its clients and supplies.	91	4.13	0.49

Table 4.2 reveals that the highest average response for communication was 4.43 with a SD of 0.09 which implies most of the respondents agree to a great extent enterprises in study area use intranets for communication. The least average response was 1.77 with a SD of 1.20 which implies that majority agree to a low extent enterprise in the study area use portal to gather and present information to customers.

Table 4.3: Records

Statement	N	Mean	Std. Deviation
Enterprise uses a database to keep/hold data for employees.	91	4.01	1.00
Enterprise use records for purchase and supplies.	91	1.77	0.81
Enterprise use records for supplies.	91	4.22	1.40
Enterprise use records for senior executives in the enterprise.	91	4.13	0.60

Table 4.3 indicates that the enterprise in the study area use records for senior executives in the enterprises (mean =4.13) with a SD=0.60. Highest average response was 1.77 with a SD of 1.40 which implies the majority agree to a low extent enterprises in the study area use records for supplies.

Table 4.4: Strategic Integration

Statement	N	Mean	Std. Deviation
Top management support utilization of ICT	91	4.08	1.30
Top management uses ICT in strategic decision making.	91	4.22	0.50
Top management promotes utilization of ICT	91	4.13	1.11
ICT is well integrated between department and top management.	91	4.43	0.39
Business strategy of the enterprise is well integrated with ICT	91	4.08	1.08

Table 4.4means that ICT is well integrated between department and top management by the study enterprises in study area with a mean =4.43, and SD=0.39224.

Table 4.5: Planning and Forecasting

Statement	N	Mean	Std. Deviation
ICT has provided the opportunity for introduction of new products.	91	4.43	0.39
ICT has provided the opportunity for continuous improvement practices for the existing products.	91	1.77	1.23
ICT has provided the opportunity for the enterprise to enter into new markets.	91	4.22	1.52
ICT has enhanced market share through planning and forecasting	91	4.13	0.12
ICT has provided an opportunity for the top managers to make future business decisions.	91	4.08	1.28

Results in Table 4.5 uncovers that ICT has enhanced market share (mean = 4.13) (SD=0.12). This goes to mean that ICT gives data that identifies with conceivable future occasions, ampleness, yield rates, and data on the influence of various occasions related to such an extent that the workers' decision has on the introduction of various divisions. In a nutshell, the descriptive statics shows that ICT has helped enterprise in the study area in choosing, masterminding and control decisions.

4.5 Multiple Linear Regressions

It was processed at 95 percent certainty interim (0.05 margin error) to demonstrate the numerous straight connections between adoption of ICT and SMEs performance in Nairobi County.

4.5.1 Regression Coefficients

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889[a]	.790	.753	.896

a. Predictors: (Constant), Communication, Records, Strategic Integration and Planning & forecasting.

The R Square was 0.790; meaning that the regression model explains only 79% of the variability of strategic adoption of ICT, and SMEs performance around the linear regression line (Table 4.6), while remaining 21% represents those factors not constituted in the model.

Table 4.7: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.124	4	27.031	12.224	0.0000[b]
	Residual	190.172	86	2.2113		
	Total	**282.099**	**90**			

Table 4.7 presents ANOVA results, the F statistics =12.224, and P=0.0000. Therefore, since the F test P<0.05, meaning the model used was significant in explaining the relation between strategic adoption of ICT, and performance of SMEs.

Table 4.8: Multivariable regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	3.011	0.147		20.435	.0000
Communication	.512	.1589	.506	3.222	.0026
Records	.223	.102	.244	2.186	.0349
Strategic integration	.470	.104	0.226	4.519	.0001
Planning and forecasting	.649	.284	6.432	2.285	.0278

The findings in Table 4.8 indicate that independent variables used all had a significant positive impact on enterprise performance. The most influential variable was Planning and forecasting with a regression coefficient of 0.649 (p value =.0278), followed by Communication with 0.512 (p value = 0.0026) then strategic integration with 0.47 (p value = 0.0001) and lastly records with 0.223 coefficient (p value = 0.0349). This goes to mean that ICT enhances decision making that impacts the entire affiliation.

From Table 4.8, the regression model can be derived from the regression coefficients as follows:

$$\mathbf{Y = 3.011 + 0.512X_1 + 0.223X_2 + 0.470X_3 + 0.649X_4}$$

Where:

Y= dependent variable (performance of SMEs in Nairobi City County)

X_1 –Communication;

X_2 – Records;

X_3–Strategic integration; and

X_4 – Planning and forecasting.

4.6 Discussion of the Findings

From the finding on the Multivariable regression coefficients, the examination uncovered that the independent variables utilized all had a significant positive influence on enterprise performance. Planning and forecasting as the most influential variable, followed by communication. This implies that utilization of ICT by the SMEs has enhanced decision making that will continue impacting the entire affiliations in the future. This is also in line with Pearce (2015) who found that enterprises use ICT to give a record of the sufficiency of past and current crusades and use the exercises to make sense of how to structure future campaigns.

The multiple linear regression model explains only 79% of the variability of strategic adoption of ICT and Performance of SMEs while remaining 21% represents those factors not included in the model. It has established enterprises in the study area use records for senior executives in the enterprises. This goes to mean that ICT adoption has enabled the enterprise to track employee performance records and money data. The findings agree with those of Nickols (2014) that asserted ICT tracks specialist execution records and money data. According to Nickols (2014), ICT stores key information about customers, including past arrangements, contact information, and arrangements openings (Drucker, 2016). Advancing, customer backing, arrangements, and business improvement bunches every now and again use customer relationship management.

The results have shown that ICT is well integrated between department and top management by the enterprises in study area and that ICT has enhanced management competency. The results are in line with Waugh and Luke (2015) study findings that ICT boosts firm’s potential in sharing information as well as escalate its ability to administer the essential changes across various functional domains.

Furthermore, ICT integration allows an enterprise to effectively forecast and capture opportunities in market thereby managing business processes efficiently.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This section exhibits the rundown of investigation; conclusions drawn from the discoveries featured, and recommend proposals. Conclusion and suggestions drawn were centred on tending to the drive behind this investigation which was to determine influence of ICT, and SMEs performance in Nairobi City County.

5.2 Summary of the Findings

From the finding on the Multivariable regression coefficients, the assessment revealed that all the autonomous factors had a critical beneficial outcome on big business execution. The most compelling variable was planning and forecasting pursued by communication. This suggests reception of ICT by the SMEs in the investigation zone has improved basic leadership that will keep affecting the whole affiliations later on. This is likewise in accordance with Pearce (2015) who found that enterprises use ICT to give a record of the adequacy of past and current campaigns and utilize the activities to comprehend how to structure future battles.

The investigation has set up that the undertakings in the examination territory use records for senior officials in the enterprises. This goes to imply that ICT selection has empowered the organizations to follow representative execution records and cash information. The outcomes are bolstered by an investigation done by Nickols (2014) which stated that ICT tracks master execution records and cash information. As per Nickols (2014), ICT stores key data about clients, including past game plans, contact data, and courses of action openings (Drucker, 2016). Propelling, client sponsorship,

courses of action, and business improvement pack from time to time use client relationship the executives.

The outcomes have indicated that ICT is very much coordinated among division and top administration by the examination enterprises in study territory and that ICT has improved administration competency. The findings are in accordance with an investigation done by Waugh & Luke (2015) that found that ICT upgrades association's capacity to share data and raise association's capability to deal with the vital changes crosswise over various utilitarian areas. Besides, ICT reconciliation enables an enterprise to successfully figure and catch openings in advertise accordingly overseeing business forms proficiently.

5.3 Conclusion

From the aftereffects of the investigation, it tends to be inferred that enterprises in the examination region can share data and raise association's capability to deal with the fundamental changes crosswise over various useful spaces just as viably determining and catching open doors in showcase along these lines overseeing business forms proficiently. ICT has furnished top administration with dynamic execution reports, which they can use to anticipate future improvement courses. It can likewise be reasoned that ICT reception has empowered the enterprises to follow worker execution records and cash information. ICT has helped enterprise in the investigation territory in picking, engineering and decision making.

5.4 Recommendations

Considering the findings, the study recommends SME leaders must understand that as much as the environment changes their organization, they also have an influence on the environment. Hierarchical aggressiveness is upgraded by embracing fitting models

like ICT to examine the dynamic business environment. It is also recommended that SMEs should use ICT to choose decisions that impact the entire affiliation. Managers need unusual state data with the ability to penetrate down. As frequently as could be expected under the circumstances, the information given by ICT helps administrators in choosing to mastermind and control decisions.

5.5 Limitations of the Study

Right off the bat, the yearly money related reports for a few organizations were not accessible or had not been submitted to Capital Markets Authority as required by the organizations Act and the directors of the SMEs were hesitant to unveil the monetary data required for the examination. This influenced the dialogs of the present investigation and additionally postponing the fruition of the information gathering. Every bit of the information gathered from auxiliary sources and any blunder in the first information couldn't be evaded anyway all information was from dependable source as it were. The investigation depended on a multi-year considering the period from the year 2011 to 2017 and since a portion of the SMEs began in 2011, a more extended length of the examination will have caught times of different financial significances, for example, blasts and subsidence. This may have most likely given a more drawn out time concentrate consequently given a more extensive measurement to the issue.

5.6 Suggestions for Further Research

This investigation focused on the connection between ICT, and SMEs performance in Nairobi City County. The investigation concentrated on four factors of performancei.efinancial,customer,internalbusiness,innovation,andlearning

perspective, and thusly it is prescribed that an examination ought to be embraced

concentrating on different components like long haul obligation, total obligation, and size of enterprise. The investigation was restricted to SMEs in Nairobi County; additionally study ought to be attempted on different enterprises in different areas of the economy, for example, mechanical, financial institutions, fabricating and different divisions. An examination ought to likewise be embraced on the impact of ICT on alternate organizations that are listed in the NSE.

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APPENDIX

APPENDIX I: QUESTIONNAIRE GUIDE

This Questionnaire is administered on SMEs operating in Nairobi Central Business District for the research on Information communication technology (ICT) on performance.

It is meant for academic research purpose and information given will be confidential.

It will seek to determine the influence of ICT on SMEs performance in Nairobi City County.

SECTION A: Demographic Information

1. Name *(Optional)*:
2. Which sector is your enterprise? .....

   Manufacturing ( ) Service ( )
3. What is your current position in the enterprise? .....
4. When was the business established?
5. How many employees does the organization have? .....

   Below 50 ( ) 51 - 100 ( ) Over 100 ( )

SECTION B: Information Communication Technology

To what extent do you agree with the statements about adoption of Information Communication Technology and performance in your enterprise on a scale of 1-5Vwhere 5- Strongly agree; 4-Agree; 3-Neutral; 2- disagree; 1- strongly disagree.

	Communication	**SD**	**D**	**N**	**A**	**SA**
1.	Enterprise use intranets for communication					
2.	Enterprise use portal to gather and present information to customers					
3.	Enterprise utilise emails in communicating within and outside the business.					
4.	Enterprise utilises websites to communicate with clients and suppliers.					
	Records					
5.	Enterprise uses a database to keep/hold data for employees.					
6.	Enterprise use records for purchase and supplies.					
7.	Enterprise use records for supplies.					
8.	Enterprise use records for senior executives in the enterprise.					
	Strategic integration					
9.	Top management support use of ICT					
10.	Top management uses ICT in strategic decision making.					
11.	Top management support use of ICT					
12.	ICT is well integrated between department and top management.					
13.	Business strategy of the enterprise is well integrated with ICT					
	Planning and Forecasting					
14.	ICT has provided the opportunity for introduction of new products.					
15.	ICT has provided the opportunity for continuous improvement practices for the existing products.					
16.	ICT has provided the opportunity for the enterprise to enterprise into new markets.					

17.	ICT has enhanced market share through planning and forecasting					
18.	ICT has provided an opportunity for the top managers to make future business decisions.					

THANK YOU SO MUCH FOR YOUR TIME

APPENDIX II: DATA COLLECTION SHEETS

PART ONE: BUSINESS CHARACTERISTICS

13. Kindly indicate the enterprise characteristics with respect to the following

Enterprise characteristics	
Age	
Total assets	
Type of ownership structure – Local vs Foreign	
Number of employees	

PART TWO: ENTERPRISE PERFORMANCE

14. Indicate the financial performance of your of business from 2012-2017 using the following indicators

Measure	
Financial perspective	ROI ROA Profitability
Customer perspective	Sales Delivery Share of key accounts
Internal Business perspective	Actual introduction schedule vs. plan Unit cost
Innovation and learning perspective	Time to develop the next generation Process time to maturity New product introduction vs. competition

APPENDIX III: LIST OF REGISTERED SMEs IN NAIROBI CITY COUNTY

NO.	BUSINESS	CATEGORY
1	OPTIVEN ENTERPRISES LTD	HEALTH/MEDICAL
2	VEHICLE AND EQUIPMENT LEASING LIMITED	TRANSPORTATION
3	SHADE SYSTEMS E.A LTD	GENERAL
4	NORTH STAR COOLING SYSTEMS LTD	GENERAL
5	LEAN ENERGY SOLUTIONS LTD	SERVICES
6	WOTECH KENYA LIMITED	GENERAL
7	PHARMAKEN LIMITED	HEALTH/MEDICAL
8	SYNERMEDICA (KENYA) LIMITED	HEALTH/MEDICAL
9	NOVEL TECHNOLOGIES EA LTD	SERVICES
10	ASLAN ADVENTURE	TOURISM
11	MEGA PACK K LTD	GENERAL
12	EAST AFRICAN CANVAS CO LTD	GENERAL
13	HAJAR SERVICES LTD	SERVICES
14	PEWIN CABS	TRANSPORTATION
15	BTB INSURANCE	SERVICES
16	BLUEKEY SOFTWARE SOLUTIONS (K) LTD	SERVICES
17	ARK CONSTRUCTION	CONSTRUCTION
18	DIGITAL CITY LTD	GENERAL
19	VIVEK INVESTMENTS LTD	GENERAL
20	WOODBRIDGE GROUP LTD	GENERAL
21	ONFON MEDIA LTD	SERVICES
22	LANOR HOLDINGS LIMITED	SERVICES
23	ASL CREDIT	SERVICES
24	SPRY ENGINEERING CO. LTD	CONSTRUCTION
25	PWANI CELLULAR SERVICES LTD	SERVICES
26	PINNACLE K TRAVEL & SAFARIS	TRANSPORTATION
27	POWERPOINT SYSTEMS EA LTD	SERVICES
28	SPECICOM TECHNOLOGIES LTD	SERVICES

29	EXECUTIVE HEALTHCARE SOLUTIONS LTD	HEALTH/MEDICAL
30	ALLWIN PACKAGING INTL LTD	GENERAL
31	AFRICA PRACTICE EA LTD	GENERAL
32	UPPERHILL EYE & LASER CENTRE	HEALTH/MEDICAL
33	CUBE MOVERS LIMITED	TRANSPORTATION
34	MACHINES TECHNOLOGIES LTD	GENERAL
35	CHARLESTON TRAVEL LIMITED	TRANSPORTATION
36	AFRICA BIOSYSTEMS LIMITED	GENERAL
37	IMPAX BUSINESS SOLUTIONS	SERVICES
38	KENYA BUS SERVICE MANAGEMENT LTD	TRANSPORTATION
39	ELITE TOOLS LTD	GENERAL
40	MIC GLOBAL RISKS INSURANCE BROKERS LTD	SERVICES
41	LANTECH (AFRICA) LIMITED	GENERAL
42	SMART BRANDS LIMITED	SERVICES
43	CARE CHEMISTS	HEALTH/MEDICAL
44	STITCH MASTERS LTD	GENERAL
45	ALEXANDER FORBES FINANCIAL SERVICES EA LTD	SERVICES
46	RONGAI WORKSHOP & TRANSPORT LTD	GENERAL
47	NAIROBI INDUSTRIAL & SAFETY SUPPLIES	GENERAL
48	ELDOHOSP PHARMACEUTICALS	HEALTH/MEDICAL
49	STILE GAS SUPPLIES LTD	GENERAL
50	MURANGA FORWARDERS LIMITED	GENERAL
51	FURNITURE RAMA LTD	GENERAL
52	CONVENTIONAL CARGO CONVEYORS LTD	TRANSPORTATION
53	TOTAL OFFICE SOLUTIONS EA LTD	SERVICES
54	TYPOTECH IMAGING SYSTEMS	SERVICES
56	UNIQUE OFFERS LIMITED	GENERAL
57	DEVSONS INDUSTRIES LTD	GENERAL
58	GENERAL CARGO SERVICES LTD	TRANSPORTATION

60	JOGIAN INTERLINK LIMITED	GENERAL
61	WAUMINI INSURANCE BROKERS	SERVICES
62	PROFESSIONAL CLEAN CARE LTD	SERVICES
55	XRX TECHNOLOGIES LIMITED	SERVICES
59	AMEX AUTO & INDUSTRIES HARDWARE LTD	RETAIL
63	SYNERMED PHARMACEUTICALS (K) LTD	HEALTH/MEDICAL
64	NDUGU TRANSPORT ENTERPRISE	TRANSPORTATION
65	SECURITY WORLD TECHNOLOGY LTD	SERVICES
66	VINTAGE TRAVEL & TOURS SERVICES LTD	TOURISM
67	VINEP FORWARDERS LIMITED	GENERAL
68	DUNE PACKAGING LIMITED	GENERAL
69	RAVENZO TRADING LIMITED	RETAIL
70	TRINITY PETROLEUM LIMITED	RETAIL
71	SOFTWARE TECHNOLOGIES LTD	SERVICES
72	AVTECH SYSTEMS LTD	SERVICES
73	AAR CREDIT	SERVICES
74	THIKA WAX WORKS LTD	RETAIL
75	EUROCON TILES PRODUCTION	RETAIL
76	POLYGON LOGISTICS LTD	TRANSPORTATION
77	RUSHAB PETROLEUM LIMITED	RETAIL
78	PRAFULCHANDRA & BROTHERS LTD	GENERAL
79	HEALTHY U 2000 LTD	HEALTH/MEDICAL
80	SHEFFIELD STEEL SYSTEMS LTD	RETAIL
81	VIRO LOCKS LTD	RETAIL
82	SPECIALIZED ALUMINIUM RENOVATORS LTD	RETAIL
83	KENBRO INDUSTRIES LIMITED	GENERAL
84	NAIROBI ENTERPRISES LTD	GENERAL
85	OFFICE DYNAMICS LIMITED	RETAIL
86	DE RUITER EAST AFRICA LTD	GENERAL
87	BROLLO KENYA LTD	SERVICES

88	MELVIN MARSH INTERNATIONAL LTD	SERVICES
89	SIGMA SUPPLIES LTD	GENERAL
90	SENSATIONS LIMITED	SERVICES
91	SUPREME PHARMACY LIMITED	HEALTH/MEDICAL
92	ISOLUTIONS ASSOCIATIONS	SERVICES
93	KURRENT TECHNOLOGIES LTD	SERVICES
94	TOTAL SOLUTIONS LTD	GENERAL
95	TRIDENT PLUMBERS LTD	SERVICES
96	PALBINA TRAVEL LTD	TRANSPORTATION
97	TABAKI FREIGHT SERVICES	SERVICES
98	HOTEL WATERBUCK LIMITED	TOURISM
99	XTREME ADVENTURES LIMITED	TOURISM
100	SATGURU TRAVEL AND TOURS	TOURISM
101	KIBMAT LOSS ASSESSORS	SERVICES
102	TRANSNATIONAL COMPUTER LLC	SERVICES
103	TRANSCEND ENGINEERING LIMITED	SERVICES
104	ZENO COMPUTERS	SERVICES
105	DESIGNMAX MEDIA LIMITED	SERVICES
106	SALU SOLUTIONS LTD	SERVICES
107	VIDAHOST COMPUTER TECHNOLOGIES	SERVICES
108	ARYUV AGENCIES LTD	SERVICES
109	WEB SOLUTIONS KENYA	SERVICES
110	PANASHCO AIR CONDITIONING	SERVICES
111	LOLITA BRIDAL	SERVICES
112	CHEVRON KENYA LTD	SERVICES
113	KINCOM TECHNOLOGIES	SERVICES
114	DECAH CONSOLIDATED SYSTEMS LIMITED	SERVICES
115	PEPPY LTD	SERVICES
116	PUBLISH FOR ALL ENTERPRISES	SERVICES
117	LY DETECTIVE AGENCY	SERVICES

118	LY DETECTIVE AGENCY K	SERVICES
119	BEAUTIFUL YOU EVENTS	SERVICES
120	LIKIZO LETTINGS LIMITED	SERVICES
121	SKYDRIVE ENTERPRISE KENYA LIMITED	SERVICES
122	BESTCOUNTIES LTD	SERVICES
123	FREEMASON HALL MOMBASA KENYA	SERVICES
124	IPOINT DESIGNS	SERVICES
125	MAIAFREIA PHOTOGRAPHY	SERVICES
126	TOTAL INSPECTION SERVICES	SERVICES
127	AFRISOL TECHNOLOGIES	SERVICES
128	EXCEL CREDIT MANAGEMENT SOLUTIONS	SERVICES
129	J.KATISYA AND ASSOCIATES ADVOCATES	SERVICES
130	LIFESHIELD SECURITY EA LTD	SERVICES
131	SHADO GROUP LIMITED	SERVICES
132	BUSYBIZ BUSINESS CONSULTANTS	SERVICES
133	EDUCARE INTERNATIONAL	SERVICES
134	FIRST RESOURCES CONSULTING	SERVICES
135	MAROY CONSULTING	SERVICES
136	OKELLO KINYANJUI AND CO. ADVOCATES	SERVICES
137	SIGNATURE GROUP OF ENTERPRISES CREDIT LTD	SERVICES
138	BUDHA HOST INTERNATIONAL	SERVICES
139	DOUBLE KAY DEVELOPERS	SERVICES
140	E-CYBER TECHNOLOGIES AND DESIGNS	SERVICES
141	EMERGING SOLUTIONS KENYA	SERVICES
142	ERATED PROPERTIES LIMITED	SERVICES
143	EYESON EVENT MANAGEMENT ENTERPRISE	SERVICES
144	JKTS WEBSITE DESIGN	SERVICES
145	MARYDECORS MOMBASA	SERVICES
146	MZINYI DEVELOPMENT CO	SERVICES

147	SAMCO FILMS	SERVICES
148	SHINE WEB TECHNOLOGIES LTD	SERVICES
149	SOLIAN PROPERTIES LTD	SERVICES
150	EDIS SECURITY CONSULTANTS KENYA LTD	SERVICES
151	IPAC LTD	SERVICES
152	KUZA COUNSELLING CENTRE	SERVICES
153	PAKINJO INTERIOR DESIGNER	SERVICES
154	RIFKINS COLLEGE	SERVICES
155	SURREAL STUDIOS	SERVICES
156	TRICEPTS MANAGEMENT SOLUTIONS	SERVICES
157	ZEDSONS LIMITED	SERVICES
158	AMMARCOM INSTITUTE	SERVICES
159	JAMBONEX WEBHOSTING WEBDESIGN	SERVICES
160	JAYLINKS SOLUTION	SERVICES
161	KRUSS PROPERTIES MOMBASA	SERVICES
162	MUSA BY CHOICE FUNERAL SERVICES	SERVICES
163	NYALI CONSULTING ENGINEERS LTD	SERVICES
164	PRINCE WILFACE MEDIA	SERVICES
165	SWIFT CONNECTIONS PR AND ADVERTISING CO LTD	SERVICES
166	CENTURY CARGO	SERVICES
167	EDITION LINE ASSOCIATE.	SERVICES
168	KENYA LIFESTYLE L.T.D	SERVICES
169	MEGS CREATIONS	SERVICES
170	PINE FACILITIES MANAGEMENT	SERVICES
171	UNIVERSAL COMPUTER SERVICES	SERVICES
172	JOYLAND PRIME ACADEMY	SERVICES
173	PULSARIS DESIGN	SERVICES
174	EGYKEN GROUP LTD	SERVICES
175	GRAPHOLITH PRINTERS & STATIONERS	SERVICES

176	TORIA MARKETING	SERVICES
177	VIGILANT MARINE SERVICES	SERVICES
178	WORLD TRACKING ENTERPRISE	SERVICES
179	EUROTRUST REAL ESTATE	SERVICES
180	EZONE KENYA	SERVICES
181	EQUAL TRY KENYA ENTERPRISES	SERVICES
182	LINKSAM ENTERPRISES	SERVICES
183	ORASSION LIMITED	SERVICES
184	EMERALD SAFARIS & TRAVELLS LIMITED PROFFESSIONAL SERVICES	TOURISM
185	NASSIM ENTERPRISES	TOURISM
186	VEROSAM TOURS & TRAVEL	TOURISM
187	PAKHUS ENTERPRISES	TOURISM
188	KINGSTON TRADING	TOURISM
189	SUNSET AFRICA TOURS & SAFARIS	TOURISM
190	GENIUS DYNAMICS	TOURISM
191	FLYING DOVE TOURS & TRAVEL	TOURISM
192	SPLENDID VIEW CAFE	TOURISM
193	DVPLAZA KENYA	TOURISM
194	SIMAX ADVERTISERS	TOURISM
195	BIKE MASKANI	TOURISM
196	JEPHASAN ENTERPRISE LIMITED	TOURISM
197	CRABLINKS INTERACTIVE	TOURISM
198	ARLOM KENYA SAFARIS	TOURISM
199	WORLD TRAVEL AND TOURS LTD	TOURISM
200	ALMASI VACATIONS & GETAWAYS	TOURISM
201	RINGO ADVENTURE SAFARIS	TOURISM
202	FOUNTAIN LOUNGE AT NYALI INTERNATIONAL BEACH HOTEL	TOURISM
203	NEW ISLAND DISHES AND BARBEQUE	TOURISM
204	COOK 'N LITE LTD	TOURISM

205	FISHERMANS CAVE RESTAURANT	TOURISM
206	GIARDINO RESTAURANT	TOURISM
207	COVO BAR & RESTAURANT	TOURISM
208	NAMASKAR RESTAURANT AT BLISS RESORT	TOURISM
209	SAILS RESTAURANT AT NYALI INTERNATIONAL BEACH HOTEL	TOURISM
210	SIX CONTINENTS TOURS & SAFARI	TOURISM
211	SULI SULI RESTAURANT	TOURISM
212	BEAUTIFUL YOU LTD	TOURISM
213	AYANDA DREAM TRAVELS	TOURISM
214	CLAIRE AFRICA LTD	TOURISM
215	ORANJE EXCLUSIVE SAFARIS	TOURISM
216	BURGER WORLD	TOURISM
217	CHICKEN INN MTWAPA	TOURISM
218	SMARTCHOICE LIMITED	TRANSPORTATION
219	WAKANDA LOGISTICS	TRANSPORTATION
220	MAHDI LOGISTICS	TRANSPORTATION
221	DEVSONS INDUSTRIES LTD.	TRANSPORTATION
222	MILESTONE CARS ASV	TRANSPORTATION
223	DEEPSEA SHIPPING SOLUTIONS LTD	TRANSPORTATION
224	PERSEUS FORWARDERS KENYA	TRANSPORTATION
225	LYSON LOGISTICS LTD	TRANSPORTATION
226	MTWAPA MOTORS LTD	TRANSPORTATION
227	KHUSHI MOTORS	TRANSPORTATION
228	HEAVY INDUSTRY LOGISTICS LTD.	TRANSPORTATION
229	FILIKEN TRANSIT FORWARDERS LTD	TRANSPORTATION
230	GLOBAL FLEET MANAGEMENT SOLUTIONS LTD	TRANSPORTATION

Source: Kenya National Chamber of Commerce (2017)