

**BUYER - SUPPLIER RELATIONSHIPS MANAGEMENT STRATEGIES AND
PROCUREMENT PERFORMANCE OF LARGE SCALE MANUFACTURING FIRMS
IN KENYA**

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FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
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2016
DECLARATION

I declare that this research project is my original work and has never been submitted to any other University for assessment or award of a degree.

Signature..... Date.....

Alvin B. Dolo
D61/79090/2015

This research project has been submitted with my authority as the university supervisor.

Signature..... Date

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DEDICATION

This project is dedicated to my elder brother (Mr. Benedict Amos Dolo) for his supports and encouragement and believing in me throughout my education, my Parent (Mr. & Mrs. Charles M. Tuazama), my friends and colleagues, I appreciate them for their guidance and support: To God almighty, thank you.

ACKNOWLEDGEMENT

The completion of this project is by no doubts a personal commitment and dedication to my personal academic ambition. However such a big dream could have consumed tens of years to accomplish without the support of several hands. On this note, it is only fair if I acknowledge support from: One, my supervisor, Dr. Peterson ObaraMagutu for his effective guidance, support and encouragement throughout my study period. To my eldest sister Mrs. Gwendolyn Johnson for her support and encouragement and a special thanks go to my girls: Musulyn Kromah, Benetta Mewaseh Dolo, Bendorah Nendehyee Dolo and Lovine Nuewonkai Dolo, for allowing me to spend this length of time without them. I acknowledge the support given to me by my close friends for their support and encouragement throughout the process. Finally, I feel so much indebted to Kenya Association of Manufacturers and all manufacturing firms that cooperated with me in this study.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Buyer - Supplier Relationships Management Strategies	1
1.1.2 Procurement Performance.....	2
1.1.3. Large Scale Manufacturing Firms in Kenya	3
1.2 Research Problem	4
1.3 Research Objective	5
1.3.1 General Objective	5
1.3.2 Specific Objective.....	5
1.4 Value of the study.....	5
CHAPTER TWO: LITERATURE REVIEW	7
2.1 Introduction.....	7
2.2 Theoretical literature.....	7
2.2.1 Resource-Based View Theory	7
2.2.2 Social Exchange Theory	8

2.2.3 Transaction Cost Theory	8
2.3 Buyer - supplier relationships management strategies	9
2.3.1 Buyer-Supplier Partnership Strategy.....	9
2.3.2 Communication Strategy.....	9
2.3.3 Commitment to suppliers Strategy	10
2.4 Empirical literature.....	10
2.4 Summary.....	13
2.5 Conceptual Framework	13
CHAPTER THREE: RESEARCH METHODOLOGY	15
3.1 Introduction	15
3.2 Research Design	15
3.3 Population and Sampling	15
3.4 The Sample Size	16
3.5 Data Collection	16
3.6 Operationalization of Study Variables.....	17
3.7 Data Analysis.....	18
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	19
4.1 Introduction	19
4.2 General Information.....	19
4.2.1 Response rate.....	19
4.2.2 Gender	19
4.2.2 Age bracket.....	20
4.4.3 Level of Education.....	20



4.4.4 Years of service/working period.....	21
4.5 Strategies used by large scale manufacturing firms.....	Error! Bookmark not defined.
4.5.1 The buyer supplier relationships management strategies in manufacturing firms.....	Error! Bookmark not defined.
4.5.2 Buyer-Supplier Partnership Strategy.....	Error! Bookmark not defined.
4.5.3 Communication Strategy as Used by the Manufacturing Firms	Error! Bookmark not defined.
4.5.4 Commitment to suppliers Strategy.....	Error! Bookmark not defined.
4.5.5: Procurement performance.....	Error! Bookmark not defined.
4.7 Relationship of Variables	22
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	32
5.1 Introduction	32
5.2 Summary of the Findings	32
5.3 Conclusion.....	33
5.4 Recommendations.....	33
5.5 Limitation of the Study	34
5.6 Suggestions for Further Studies.....	34
REFERENCES.....	35
APPENDICES.....	39
APPENDIX I: QUESTIONNAIRE.....	39
APPENDIX II: MANUFACTURING FIRMS IN NAIROBI.....	45

LIST OF TABLES

Table 3.1 Sample Size	16
Table 3.2 Operationalization of Study Variables	17
Table 4.1 the buyer supplier relationships management strategies	Error! Bookmark not defined.
Table 4.2 Buyer-Supplier Partnership Strategy	Error! Bookmark not defined.
Table 4.3 Communication Strategy	Error! Bookmark not defined.
Table 4.4 Commitment to suppliers Strategy	Error! Bookmark not defined.
Table 4.5: Procurement performance	Error! Bookmark not defined.
Table 4.7: Regression Coefficients	29
Table 4.8: Model's Goodness of Fit Statistics	30
Table 4.9: Analysis of Variance (ANOVA)	31

LIST OF FIGURES

Figure 2.1 Conceptual framework	14
Figure 4.1 Gender	19
Figure 4.2 Age bracket	20
Figure 4.3 Level of Education.....	21
Figure 4.4 Years of service/working period	21

LIST OF ABBREVIATIONS

EDI-Internet and Electronic Data Interchange

E-mail- Electronic Mail

GDP-Gross Domestic Product

KAM-Kenya Association of Manufactures

RBV-Resource Based View

ROI-Return on Investment

TCE -Transaction-Cost Economics

ABSTRACT

The main aim of this study is to establish buyer-supplier relationships management strategies and procurement performance of large scale manufacturing firm in Kenya. The study was guided by specific objectives that included; to establish the buyer - supplier relationships management strategies commonly used by large scale manufacturing firm and to determine the relationship between buyer - supplier relationships management and procurement performance of large scale manufacturing firm. The study used cross-sectional survey research design. The population of interest in this study consisted of large manufacturing companies that are members of KAM (Kenya association of manufactures) in Nairobi. The population of this study was 1500 firms. The 10% of the target population of 1500 respondents made a sample size of 150 manufacturing firms. The study used both primary and secondary data which was largely quantitative and descriptive in nature. Mean and standard deviations was used as measures of central tendencies and dispersion respectively. Regression and correlation analysis was used to assess the strength of the relationships between the specified variables. From the findings indicated that communication among the supply chain partner is related to the degree of critical and proprietary information shared among each other's. Information sharing involved information related to logistics, customer orders, forecasts, schedules, market and so on. Strategic partnerships with buyer and suppliers enable organizations to work more effectively with a few important suppliers who are willing to share responsibility for the success of the products. Recommendations were made that large manufacturing firms in Nairobi County and outside Nairobi should be advised to embrace the concept so that they can be able to reap the benefits of adopting these strategies. Large manufacturing firms are also advised to adopt the practices that are currently adopted at a very small extent because they can significantly improve organization performance from the current position.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

How buyers and seller relate with each other has received considerable interest in the recent past, particularly in the sector of procurement performance (Vonderembse, 1999). Thus, maintenance of the credibility of the supplier has been highly prioritized by the buyer. Studies conducted have shown that improved relation is prone to improve the procurement performance. The suppliers play a critical role in enhancing the competitive advantage and thus enhancing the performance in the organization. This is due to it improving the operations of the organization such as efficient and timely delivery (Hsu, 2006).

The supplier to buyer relationships have recently become the core of economic activities in any particular state and a critical point in attainment of the set goals and targets in organizations (Veludo et al. 2006). The amount of profit generated by any particular firm is directly proportional to how the company handles its supplies (Gadde and Hakansson 2001). Particularly, good supplier to buyer relationships acts as a driver to both customer and shareholder value (Griffith and Myers, 2005). Three theories will form the basis of the study namely; transaction cost theory, social exchange theory and Resource based view (RBV).

1.1.1 Buyer - Supplier Relationships Management Strategies

The Buyer - Supplier Relationships Management can be termed as a connection formulated so as to attain enhanced communication between the supplier and the buyer. This helps to create trust whereby both parties are similarly aligned and can be able to

assist each other if need be. There exists three main buyer-supplier relationships namely; collaborative, transactional and alliances (Burt et al. 2003).

Collaborative relationships caters for the interests of both the supplier and the seller as each party will aim to gain equally. Alliance transaction on the other hand two parties come together as that each of them gains maximally from a transaction. Whereas transactional relationship is the most opted for by buyers and suppliers. In this particular relationship, each party is concerned minimally about the welfare of the other party. This is because the transaction is just for a short time duration and thus minimal investments are required.

The supplier-buyer relationship forms a vital component of the supplier management. As such, the supplier management may be divided in two main ways. The first way is based on the number of suppliers while the other way is based on how the suppliers are distributed (Gadde and Håkansson, 1993). Regardless to the supply management method chose, effective coordination and communication with the suppliers is crucial so as to maintain smooth operations. This will ensure that the goods are supplied timely and that customer satisfaction is attained.

1.1.2 Procurement Performance

Procurement is the process of acquiring goods or services and ensuring efficient running of an organization (Weele, 2010). Performance on the other hand entails the effectiveness in the achievement of the set organization's goals and targets. Particularly it can be accessed by attaining minimum operation cost while maintaining the efficiency (Kipmayo, 2014). Thus procurement performance is termed as the effectiveness and efficiency of procurement procedures.

Procurement performance is considered to be the result of two main components that is purchasing efficiency while maintaining the optimum effectiveness (Chene, and Hodess, 2009). This ensures that the operation are conducted so as to meet the set standards in transactions (Deasy, et al, 2014). Performance of procurement may be assessed in several ways such as the cost of procurement, procurement time, and the procurement accuracy. It can be used by the management in determining the various shortcomings in the procurements and how they can be countered.

Procurement performance is a component of seven main factors which include proper procurement strategy, well-coordinated management information and focused procurement efforts (Smith and Conway, 1993). As such, supply chain procurement practices aim to enhance the flow of goods from the suppliers to the buyers. This leads to a better understanding of the systems and coordination of operations which goes a long way in achieving the operational performance (Tummala et al., 2006).

1.1.3. Large Scale Manufacturing Firms in Kenya

The manufacturing sector in Kenya forms one of major economic boosters. This is due to the amount revenue it generates in terms of goods taxation and employment creation. It also provides a wide range of products, thus being the third leading sectors contributing to the country's GDP. However, despite its importance, the sector still experiences periods of fluctuations over the years and still does not perform as well as expected (East African Community Facts and Figures – 2010, March Issue, 2011).

Large-scale manufacturing companies are the organizations with above Kshs100 millions of total asset value. This implies that these companies have invested much capital in terms of resources it uses, which include both material and non-material

resources. Both the relations and improvements in the procurement performance are very important aspects in the operations of these organizations. This will ensure that the activities conducted are done at the shortest time possible while maintaining the set quality and standards (Benton et al., 2005).

1.2 Research Problem

The area of supply chain performance consists one of the key interests in enhancing the performance of organizations. This is attributed to the fact that enhancements in the procurement operations will ultimately cause a significant improvement in the performance. As such the supplier to buyer relationship proves essential if this were to be attained. However, despite this importance, the exact relationship that exists between the variables is not that well established by the existing empirical research.

To begin with Muhwezi (2009) conducted a study in Uganda aimed at establishing the supplier-buyer relationships. The study established that the parties involved do not put maximal effort in ensuring that the relationships are sustained. This thus creates low trust levels and the desired outcomes are not attained. This results correlates to those conducted by Benton et al., (2012). Whereas a study conducted by Mohammed (2012) on performance of manufacturing firms in Mombasa, Kenya established that well coordinated buyer supplier relationships impact significantly on the operational performance.

This shows that although some manufacturing firms in Kenya yearn to improve their relationships with the suppliers, they haven't been successful in maintaining continuity. Hence low levels of relationship loyalty, retention of suppliers and satisfaction of customers (Hunt, 2010). Despite of the studies conducted on the buyer - supplier

relationships management strategies, the exact ways of enhancing this relationship is not well established. Additionally, there seems no study focusing on the manufacturing companies, particularly in Kenya. This study aimed at filling this knowledge gap and addressed the following research question; what is the relationship between buyer - supplier relationships management and procurement performance of large scale manufacturing firms?

1.3 Research Objective

1.3.1 General Objective

The general objective was to establish the effect of buyer - supplier relationships management strategies and procurement performance of large scale manufacturing firms.

1.3.2 Specific Objective

The specific objectives were:

- i. To establish the buyer - supplier relationships management strategies commonly used by large scale manufacturing firms.
- ii. To determine the relationship between buyer - supplier relationships management and procurement performance of large scale manufacturing firms.

1.4 Value of the study

The study is expected to be useful to various parties, and especially the following: First this study shall be very significant to the academicians and researchers of all institutions in Kenya. The research findings are expected to contribute to a better understanding of buyer supplier relationships management strategies on procurement performance of

large scale manufacturing firm. In so doing, they can contribute to the available body of knowledge.

The existing management in various firms in the Kenyan large scale manufacturing firm, in pursuit of their organizational goals and objectives will also benefit by the knowledge of how they can harness their autonomy into their leadership styles, which will lead to good governance, improved creativity and innovativeness, and eventually improved performance. Finally; policy makers will improve the policy making capacity and also apply innovation in policy implementation in areas of: training and capacity building and performance management. Policies will be formulated to enable the accommodation of every aspect of autonomy in public service management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The preceding section entails the theoretical framework, empirical review and conceptual framework of the study.

2.2 Theoretical literature

2.2.1 Resource-Based View Theory

Resource Based View Theory as proposed by Wernerfelt (1984), holds that the organization's resources are a major determinant of many of the organization's practices. The Resource Based Theory looks at how organizational resources are allocated and deployed in order to assist in the implementation of the strategies (Igecha, 2014). Of which resources are inputs of a firm's production and can be categorized as physical capital, human capital and organizational capital (Currie, 2009).

Resource based Theory holds that before any strategy plan is formulated, the management has to carefully consider the available resources for the task. Thus if the company has adequate resources, the policy/ strategy implementation won't be restricted by the resources (Currie, 2009). This is seen whereby firms that have more and advanced resources tend to perform better than the firms with limited resources.

However, possession of resources isn't a guarantee enough that the firm will gain competitive advantages. The resources ought to be effectively planned and used. This is by the firms conducting an analysis on the available resources and how these resources can be used to gain competitive advantage. Theory's proposition to the study is that the major determinant of the type of supplier-buyer relationship strategies is the available resources in the organ

2.2.2 Social Exchange Theory

The social exchange theory is built on the premise that any type of business transaction is prone to have exchange and interactions (Blakenburg & Johanson, 1992). This may be termed as an interrelated connection of exchange relationships aimed at gaining a certain goal (Prenekert & Hallen, 2006). This relates to the system theory whereby each organization is affected by both internal and external factors. Whereby the success of the particular organization is determined by how well it handles its operations.

This is related to the supply relationships as it sensitizes the importance of creating and maintaining business networks. The theory makes an assumption that all the supplier-buyer relations created are positive in nature and that none will have a negative impact on the organization. The theory's preposition to the study is that the supplier-buyer relationships should be highly priorities during the formulation of any strategy.

2.2.3 Transaction Cost Theory

The Transaction-cost Theory was initially proposed by Coase (1937). The theory was later modified to various disciplines such as the Transaction-Cost Economics (TCE) theory. The theory holds that before any transaction is undertaken, both the external and internal factors ought to be considered. Thus the various risks that are bound to occur from the transactions are evaluated and possible solutions are created (McIvor, 2000).

The study makes an assumption that the top management and main decision makers do not undertake any transactions rationally. The study finds this theory to be of importance in explaining the behavior of organization with regards to supplier-buyer relationship (Williamson, 1979). Based on this theory, the manufacturing industries should not

invest much in the supplier-customer relationships without having an evaluation as to whether the relationship created will be beneficial or not.

2.3 Buyer - supplier relationships management strategies

The preceding section entails the buyer - supplier relationships management strategies used by large scale manufacturing firms. These strategies include: Buyer–Supplier Partnership Strategy, Communication Strategy, and Commitment to suppliers Strategy.

2.3.1 Buyer-Supplier Partnership Strategy

Buyer- supplier partnership is a strategy aimed at ensuring that the contact between the buyer and the supplier occurs in a well-coordinated manner (Dyer and Ouchi 1993). Particularly, the regular contact created by the Buyer- supplier partnership ensures not only dependability and reliability. This thus enables easy management of the transactions. These particular partnership may be attained by both parties committing themselves and making adaptations which suit both the supplier and the buyer. Due to varying importance at different times, various adaptations may emerge (Brennan and Turnbull, 1999).

2.3.2 Communication Strategy

Maintaining of proper and efficient communication is a vital component of enhancing the supplier-buyer relationships. It ensures that information is conveyed appropriately and timely. The procurement officials use a variety of media to get in touch with suppliers, including internet, face-to-face, fax, mail, e-mail, phone, and electronic data interchange (EDI) thus enhancing how the companies perform procurement wise (Rodrigo, 2001). Thus the management ought to choose the communication method that is prone to bring the most benefits.

2.3.3 Commitment to suppliers Strategy

Commitment is termed as the willingness of each party to give it their all in ensuring that the transaction takes place as planned (Kwon, 2004). Maintaining commitment in the buyer supplier relationship has been established to accrue various benefits such as: increased willingness in conducting operations, increased positivity, increased investment, reduced selflessness and increased personal effectiveness hence resulting in improved performance in procurements (Gounaris, 2005). This builds trust as the supplies are conducted with the individuals having internal motivation.

2.4 Empirical literature

In study carried out by Kiage, (2013) held a study aimed to determine what undermines how the procurements perform. The study was conducted as a case study of the Ministry of Energy. Specifically the study sought to determine the impact procurement planning has on procurement performance; and to establish how various factors affect the procurement performance. The study establishes that interactions between the supplier and the buyer highly determines how the procurement performs.

Chimwani, et al (2014) conducted a study on factors influencing procurement performance in Kenyan public sector. Descriptive design was used in conducting the study. The target population was the 600 SLO staff comprising of which 60 respondents was chosen, this represents 10% of target population, and drawn using stratified sampling method. Both descriptive and inferential data analysis methods including frequencies and percentages. A positive relationship was established.

A study carried out by Rodrigo, (2001) indicated that proper communication is a vital aspect of buyer-supplier relationships. Procurement professionals use a variety of

media to communicate with suppliers, including electronic data interchange (EDI), mail, phone and email thus boosting procurement performance.

Table 2.1 Summary of Empirical Literature

	Paper Objective	Buyer-supplier strategies	Procurement Performance Concepts	Sample and Main Methods	Findings
Maloni, (2000)	Empirically examine power of a supplier over a buyer	(a) trust; (b) communication ; (c) limited number of suppliers	(a) responsiveness ; (b) financial performance	221 / Structural Equation Modeling	The results support the links between supplier buyer relationship and financial.
Tracey . (2004)	tests the impact of buyer-supplier management capabilities on business performance	a) trust; (b) Inside-out capability; (c) Spanning capability	a) Perceived value; (b) Customer loyalty; (c) Market performance; (d) Financial performance	474 / Structural Equation Modeling	The results indicate relationship s exist among supplier buyer relationship (outside-in, inside-out, and

					spanning) and business performanc e
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2.4 Summary

In spite of having many-buyer supplier relationship management strategies studies undertaken as indicated above, none of the studies have drawn much emphasis on how large scale manufacturing firms should improve the effectiveness of the buyer-supplier relationship management strategies. Hence this poses a knowledge gap amongst procurement and logistics practitioners in large scale manufacturing firm. This study will attempt to establish the effects of buyer-supplier relationships management strategies and procurement performance of large scale manufacturing firm on procurement performance.

2.5 Conceptual Framework

This part of the research will seek to give clear and consistent definition of the research questions. It will be used to indicate the relationship between dependent variables which is the research problems and independent variables.

Independent variable

Dependent variable

Buyer-Supplier Management strategies

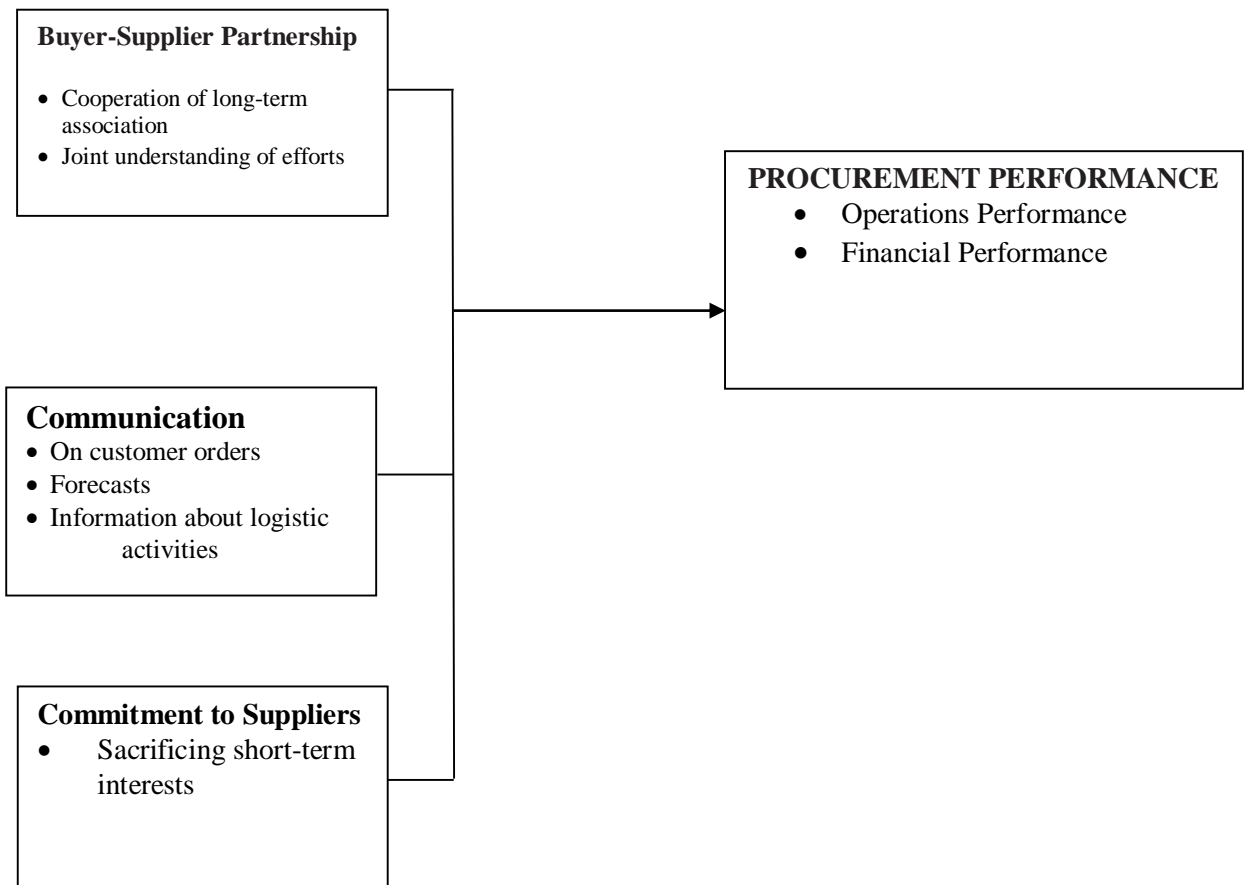


Figure 2.1 Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology shows a description of how the study was approached. It shows the plan of the research, that is, the research design, data collection and the data analysis.

3.2 Research Design

The study will use cross-sectional survey research design. Cross-sectional studies are descriptive and can use qualitative or quantitative measures, thus, enhancing data collection. Through cross-sectional survey, all population elements are considered ensuring that comprehensive findings are obtained on the subject matter (Mugenda, & Mugenda, 1999).

3.3 Population and Sampling

The population of interest in this study will consist of large manufacturing companies that are members of KAM (Kenya association of manufactures) in Nairobi. The main reason for this choice is that these firms are likely to exhibit an elaborate SCM philosophy and make use of supplier – buyer relationships. According to the KAM website, there are 1700 registered members, 80% of them being in Nairobi. The population of this study was 1500 firms. According to KIRDI Directory of Manufacturing Industries (1997), large firms are those with 200 employees and above. This study adapted this definition.

3.4 The Sample Size

Gay (1992) holds that at least 10% of the population is a good representation where the population is large and 10% where the population is small. The 10% of the target population of 1500 respondents will make a sample size of 150 manufacturing firms. The researcher will randomly sample the target population to arrive at 150 manufacturing firms who will represent the entire population.

Table 3.1 Sample Size

Sector	Population	Sample
Manufacturing	350	35
Processing	320	32
Chemical	450	45
Pharmaceutical	380	38
Total	1500	150

3.5 Data Collection

The study used both primary and secondary data. The data collected was mostly quantitative and descriptive in nature. The questionnaire was design so as to capture the current phenomena in the industries. The preference of the questionnaires is due to them being fast and convenient as the anonymity of the respondent is maintained. Secondary data on the other hand was acquired from the inspectorate of listed major manufacturing firms in Kenya.

3.6 Operationalization of Study Variables

Table 3.2 shows the operationalization of the study variables. It shows both the dependent and independent variables.

Table 3.2 Operationalization of Study Variables

Variable		Operational Definition (Indicators)	Measure	Analysis techniques
independent Variable	Buyer supplier relationship management strategies	<ul style="list-style-type: none"> • Buyer-Supplier Partnership • Customer Relationship • Communication • Commitment to Suppliers 	Likert-type scale	Frequencies Mean Regression Correlation F-test T-test
Dependent Variable		Organizational performance	<ul style="list-style-type: none"> • Financial performance • Non-Financial Performance 	

3.7 Data Analysis

The process of obtaining valid and meaningful information from the collected data is known as data analysis. This ensures completeness of the collected data and enables not only interpretation but representation of the findings. The consistency was determined by the Cronbach Alpha so as to ascertain the internal consistency. Both qualitative and quantitative analysis approaches were adopted with the analysis being aided by SPSS. The analyzed data was then presented in tables and figures.

A summary of the specific regression models, analysis and interpretation of results is presented below.

Thus, Let-

Y = Procurement Performance

X₁ = Buyer-Supplier Partnership

X₂ = Communication

X₃ = Commitment to Suppliers

Thus

$Y = f(X_1, X_2, X_3)$

Assuming a linear relationship

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$

Where **Y** is the dependent variable and **X₁ to X₃** are the independent variables while alpha, **α** represents Realization of procurement performance that is independent of the above factors- (**X₁ to X₃**). The betas, **β_1 to β_3** are the betas for each factor which indicates the unit changes in Y for every unit change in **X₁ to X₃** respectively.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter is a presentation of results and findings obtained from field responses and data. It also gives the analysis and interpretation of the findings. ,

4.2 General Information

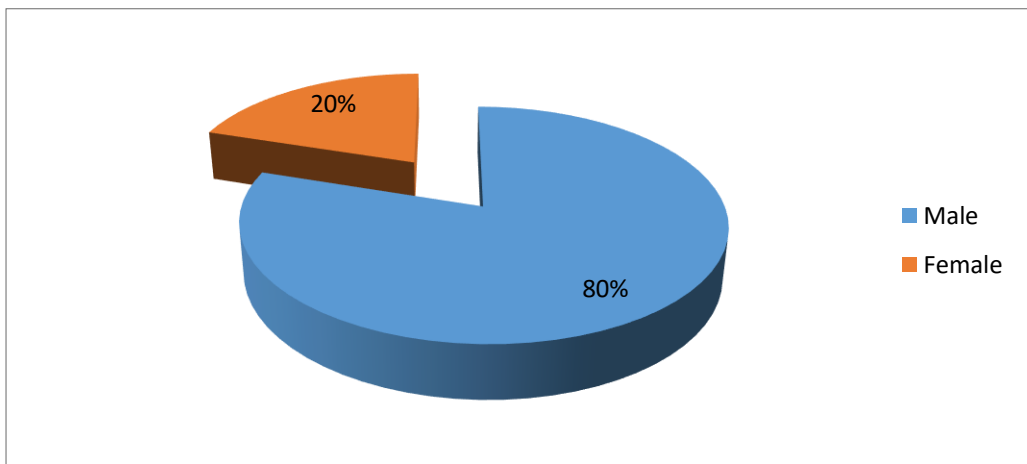
4.2.1 Response rate

It was noted from the data collected, out of the 150 questionnaires administered, 120 questionnaires were filled and returned. This results show an 80% response rate, which is considered adequate to make conclusions for the study as it is in line with (Mugenda and Mugenda's 2008 assertion.)

4.2.2 Gender

The researcher had to establish the gender of the respondents. The results were recorded in figure 4.1 below.

Figure 4.1 Gender

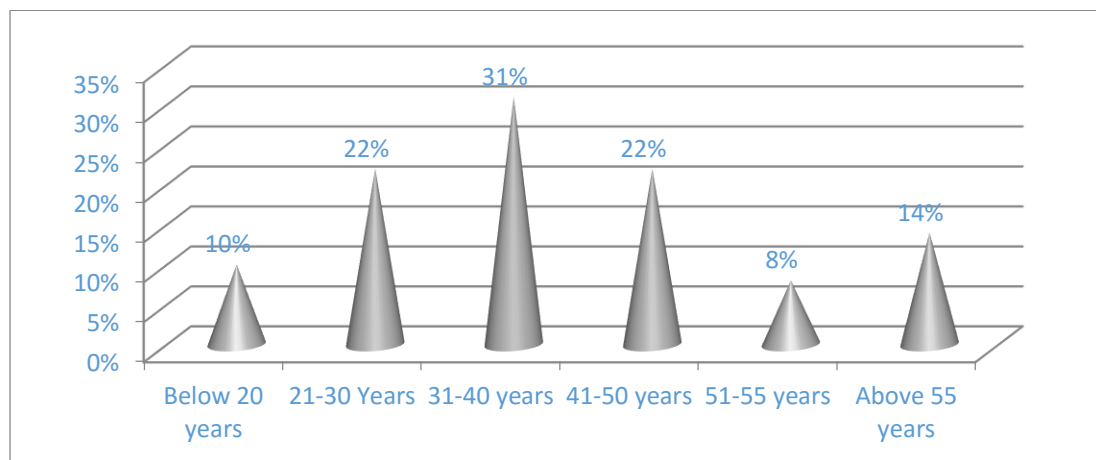


The study above shows that 80% of the respondents were male while 20% were female. However, both genders were well represented to carry the study out.

4.2.2 Age bracket

The researcher had to establish the bracket of the respondents; the results were recorded in figure 4.2 below.

Figure 4.2 Age bracket

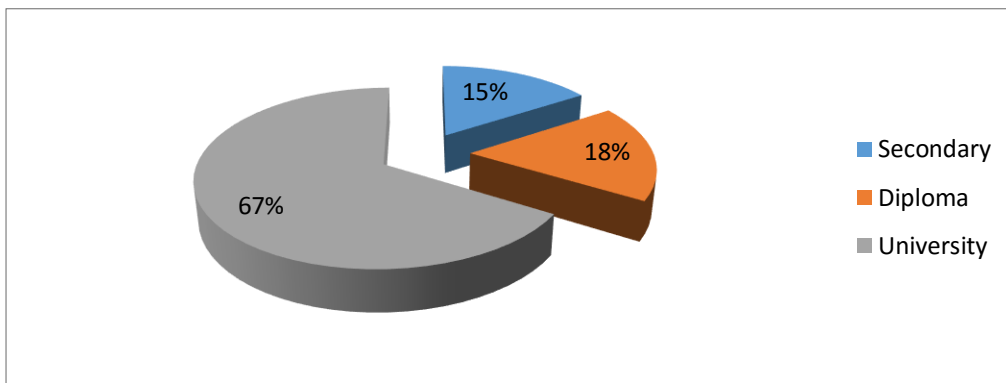


The study above shows that 10% of the respondents were aged below 20 years, 23% were aged between 21 to 30 years, 31% were aged between 31 to 40 years, 18% were aged between 41 to 50 years, 8% were aged between 51 to 55 year while 10% were aged above 55 years. From the study above, the age brackets were well represented to carry the study out.

4.4.3 Level of Education

The researcher had to find out the level of education of the respondents. The results were recorded in figure 4.3 below.

Figure 4.3 Level of Education

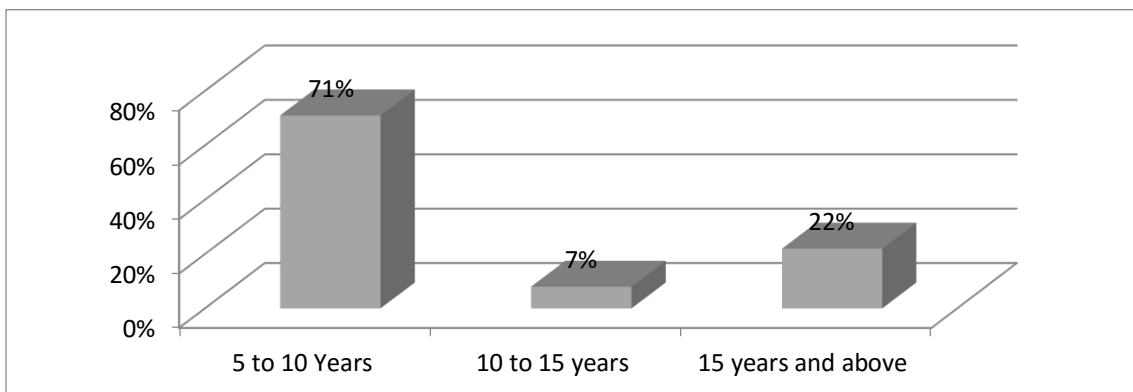


The study above shows that 15% of the respondents had secondary education, 18% had a diploma while the majority 67% had a university degree. Both the respondents were well educated to respond to the questionnaire more appropriately.

4.4.4 Years of service/working period

The researcher had to find out how long the respondents had served in their position.

Figure 4.4 Years of service/working period



The study above shows that 71% of the respondents had served between 5 to 10 years, 7% had served between 10 to 15 years while 22% had served for 15 years and above.

4.5 Strategies used by large scale manufacturing firms.

4.5.1 The buyer supplier relationships management strategies

The researcher sought to establish the buyer supplier relationships management strategies in manufacturing firms in Kenya. The strategies at hand include; Buyer–Supplier Partnership Strategy, Communication Strategy, and Commitment to suppliers Strategies research findings are as in the Table 4.s.

Table 4.1 the buyer supplier relationships management strategies

Statements	N	Mean	Std. Dev.
The firm enhances open communication between buyers and suppliers	150	4.254	.451
The firm enhances buyer-supplier partnership	150	4.253	.874
There is meaningful and timely information between firms and suppliers	150	4.124	.652
There is direct contact between the buyer and its suppliers	150	4.045	.541
The regular contact between buyers and the suppliers is easier to manage	150	3.985	.461
The firm treats suppliers as allies and close friends	150	3.846	.354
There is trust between buyer and supplier	150	3.641	.658
There is constant sharing of information	150	3.487	.823
Overall mean			3.95

From the findings in the above table shows that the respondents agreed to a great extent ($3.487 \leq \text{mean} \leq 4.254$, with a significant standard deviation) the firm enhances buyer-supplier partnership, there is a direct contact between buyer and its suppliers, the regular contact between buyers and the suppliers is easier to manage, there is constant sharing of information, the firm enhances open communication between buyers and suppliers, there is meaningful and timely information between firms and suppliers, the firm treats suppliers as allies and close friends, there is trust between buyer and supplier.

This means that manufacturing firms in Kenya use buyer supplier relationships management strategies to a great extent with an overall mean of (3.95). This implies that the manufacturing firms were mindful about the buyer supplier relationships management strategies.

4.5.2 Buyer-Supplier Partnership Strategy

This section sought to establish **Buyer-Supplier Partnership Strategy as Used in Large Manufacturing Firms in Kenya..** The research findings are as in the Table 4..

Table 4.2 Buyer-Supplier Partnership Strategy

Statements	N	Mean	Std. Dev.
There is joint decision making on matters of common interest	150	4.347	.6854

There is a well establish buyer supplier partnership in the firm	150	4.225	.4644
Buyer/supplier collaboration enhances procurement performance	150	4.201	.5411
There is mutual support for both buyers and suppliers	150	3.984	.3204
The partnership between buyers and suppliers ensures efficiency in procurement operations	150	3.968	.3964
The benefits of close buyer-supplier relationships is achieved for both parties	150	3.862	.3212
There is a well establish buyer supplier partnership in the firm	150	3.545	.3684
Overall mean		4.02	

The respondents agreed to a very great extend ($4.354 \leq \text{mean}$, with a significant standard deviation) there is joint decision making on matters of common interest, the respondents also agreed to a great extent ($3.54 \leq \text{mean} \leq 4.225$ with a significant standard deviation) there is a well establish buyer supplier partnership in the firm, Buyer/supplier collaboration enhances procurement performance, there is mutual support for both buyers and suppliers, the partnership between buyers and suppliers ensures efficiency in procurement operations, there is a well establish buyer supplier partnership in the firm.

This means that the manufacturing firms embrace buyer-supplier partnership strategy to a great extent with an overall mean of (4.02).

These findings were in line with Dyer and Ouchi (1993) who argues that the importance of buyer-supplier partnerships facilitates easier management.

4.5.3 Communication Strategy as Used by the Manufacturing Firms

Firms

The researcher sought to establish the communication Strategy as Used by the Manufacturing Firms in Kenya.. The research findings are as in the Table 4..

Table 4.3 Communication Strategy

Statements	N	Mean	Std. Dev.
There is open sharing of information which is indicated by the willingness of both parties to share important information	150	4.654	.652
There is engagement of suppliers and other partners in mutually beneficial value exchanges	150	4.358	.574
Procurement professionals utilize a variety of media to communicate with suppliers	150	4.214	.674
There is effective communication which is a critical component of buyer-supplier relationships	150	4.206	.541
There is transparency achieved through effective communication	150	3.974	.974
There is trust between buyers and suppliers achieved through communication	150	3.784	.554
Overall mean			4.19

From the findings in the above table shows that the respondents agreed to a very great extent (4.654, with a significant standard deviation) there is open sharing of information

which is indicated by the willingness of both parties to share important information, the respondents agreed to a great extent ($3.784 \leq \text{mean} \leq 4.358$, with a significant standard deviation) there is engagement of suppliers and other partners in mutually beneficial value exchanges, procurement professionals utilize a variety of media to communicate with suppliers, there is effective communication which is a critical component of buyer-supplier relationships, there is transparency achieved through effective communication, there is trust between buyers and suppliers achieved through communication.

This means that the manufacturing firms have Communication Strategy in place an overall mean of (4.19). These findings are similar to Janda et al., (2002).

4.5.4 Commitment to suppliers Strategy

The researcher sought to establish commitment to supplier's strategy as used by the manufacturing firms in Kenya. The research findings are as in the Table 4.

Table 4.4 Commitment to suppliers Strategy

Statement	N	Mean	Std. Dev.
Committed buyer seller relationship and commitment to core concepts in various transactions between the company and its partners are considered to improve the procurement performance of a firm	150	4.621	.6875
Commitment to a partner in relation to play is key to achieving favorable results for both companies, and has a direct impact on performance	150	4.600	.6674

The commitment among buyers and suppliers brings the desire to develop a stable relationship	150	4.411	.5451
There is willingness to make short-term sacrifices to maintain the relationship, a confidence in the stability of the relationship, and investments in the relationship thus improving procurement performance	150	4.354	.5744
Commitment of supply chain partners willing to invest resources to achieve long-term success is sacrificing short-term interests	150	4.354	.3454
There is a sustained commitment from both sides to achieve their common goals of the supply chain	150	4.324	.5643
There is commitment to a lasting relationship of limited help thus high procurement performance	150	4.251	.5421
Overall mean		4.41	

From the findings in the above table shows that the respondents agreed to a very great extent ($4.411 \leq \text{mean} \leq 4.621$), with a significant standard deviation on the responses. This means that the manufacturing firms have commitment to supplier's strategy in place with an overall mean of (4.41).

4.5.5: Procurement performance

Please give the percentage (%) figure relating to the increase or decrease in the parameters in the Table below for the period of five years.

For increase or decrease the benchmark is 100%

Table 4.5: Procurement performance

Constructs considered	Annual percentage (%)						Overall Annual growth
	2010=100%	2011	2012	2013	2014	2015	
Reduced resource wastages	0.72	-0.01	0.63	0.65	0.66	0.72	0.12
Reduced delivery lead time	0.33	.39	0.45	0.48	0.52	0.33	0.12
Enhance continuous production	0.11	0.12	0.26	0.44	0.54	0.11	0.12
Prevents shortages and stock out costs	0.01	0.13	0.24	0.29	0.34	0.01	0.12

From the analysis of the findings, it was noted that looking at the firms' procurement performance at the financial perspective, there was a progressive increase in reduced resource wastages for the six year period analysis. With the base being 2009, 2010 was noted to have an increase of 0.72%, 2011 had a decrease of 0.01%, 2012 had 0.63%, 2013 had a 0.65% increase, while 2014 had a 0.66% increase. Reduced delivery lead time were also noted to have progressively increased from 0.33% in 2010 to a 0.52% increase in 2014 as a result of effective supply chain performance. The study also noted

that looking at the enhanced continuous production, there was an increase in the production index from 0.11% in 2010 to 0.54% increase in 2014. A similar case was noted to the Prevents shortages and stock out costs which indicated a 0.01% increase in 2010 to 0.34% increase in 2014.

4.7 Relationship of Variables

Table 4.7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.544	.425		8.545	.045
Buyer-Supplier Partnership	.541	.154	.656	5.574	.035
Communication	.644	.874	.241	2.486	.049
Commitment to Suppliers	.148	.441	.282	1.031	.038

a. Dependent Variable: Procurement Performance

The following regression result was obtained:

$$Y = 3.544 + 0.541X_1 + 0.644X_2 + 0.148X_3 \quad P=0.039^a$$

From the model, when other factors Buyer-Supplier Partnership are at zero, the performance of manufacturing firms will be 3.544. Holding other factors constant, a unit increase in would lead to 0.541 (p=.035) increase in performance of large manufacturing firms. However, holding other factors constant, a unit increase in communication would lead to a 0.644 (p=0.049) increase in performance of large manufacturing firms. The table above also shows that holding other factors constant, a

unit increase in commitment to Suppliers would lead to a 0.148 ($p=0.038$) increase in performance of large manufacturing firms.

The study sought to establish the relationship that exists between buyer – supplier relationships Management Strategies and procurement performance of Large Scale Manufacturing Firms in Kenya. The researcher conducted a regression analysis to assist explain this relationship. The study adopted the following linear regression model to depict the expected relationship between the variables: $Y=(X_1, X_2, X_3, X_4)$:

Whereby: Y represents Procurement performance which was measured using the responses on the effect of various buyers – supplier relationship variables. ; x1 is buyer – supplier Partnership; x2 is Communication: x3 is strategic supplier partnership and X4 is Commitment to suppliers; B₀ is the model’s constant, and $\beta_1 – \beta_3$ are the regression coefficients while ϵ is the model’s significance from f-significance results obtained from analysis of variance (ANOVA). All the three independent variables were also measured using the responses on each of the variables obtained from the respondents. The results are illustrated and explained next.

Table 4.8: Model's Goodness of Fit Statistics

R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
.734 ^a	.539	.503	.1752	1.421

a. Predictors: (Constant), Buyer-Supplier Partnership, Communication, Strategic Supplier Partnership and Commitment to Suppliers

Table 4.8 shows that there is a linear association between the dependent and independent variables as shown by a correlation (R) coefficient of 0.734. The determination coefficient as measured by the adjusted R-square presents a moderately strong relationship as 0.50, depicting that the model accounts for 50.3% of the total observation.

Table 4.9: Analysis of Variance (ANOVA)

		Sum of	Mean			
Model		Squares	df	Square	F	Sig.
1	Regression	2.164	4	.541	11.657	.039 ^a
	Residual	9.775	115	.085		
	Total	11.939	119			

a. Predictors: (Constant), Buyer-Supplier Partnership, Communication, Strategic Supplier Partnership and Commitment to Suppliers

b. Dependent Variable: Procurement performance

The ANOVA statistics presented in the table above show the model was significant as a $p = 0.039$ was established.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study was carried out to establish the effect of buyer – supplier relationships management strategies and procurement performance of large scale manufacturing firms in Kenya. The study had two objectives, to establish the buyer- supplier relationships management strategies commonly used by large scale manufacturing firm and to determine the relationship between buyer-supplier relationships management and procurement performance of large scale manufacturing firm. This chapter seeks to summarize the findings for the two objectives mentioned above, give a conclusion, recommendations made based on findings, and the suggestions on areas that need further research as far as the study is concern.

5.2 Summary of the Findings

The large manufacturing firms periodically evaluate the importance of its relationship with customers, it is therefore apparent that large manufacturing firms realize the importance to embraces buyer supplier relationship management strategies. The study above indicates that respondents agreed that there is suppliers and buyer partnership. It is clear that suppliers and buyer partnership affects large manufacturing firms' performance.

This shows that communication that would greatly strengthen both intra and inter-organizational integration and be the key to a seamless supply chain performance. The study also established buyer supplier relationship geared towards meeting customer

expectation. It is clear that organizations face challenges in implementation of supply chain management practices. That large manufacturing firm encounters a challenge when seeking partnerships with other firms due to completion issues and lack of goodwill. It is apparent that commitment affects procurement performance.

In general, the adoption of commitment may be appropriate in the following conditions: innovative products; products with high monetary density, high specialization and wide range; markets characterized by long delivery time, low delivery frequency and high demand uncertainty; and manufacturing or logistics systems with small economies of scale and no need for special knowledge.

5.3 Conclusion

From the findings above, the researcher concludes that communication among the supply chain partner is proportional to the information symmetry that exists. Also, from the findings in section four above, conclusions are made that partnerships with buyers and suppliers enable organizations to operate more efficiently. Strategically aligned organizations can work closely together and eliminate wasteful time and effort. It is therefore clear that a strategic partnership emphasizes long-term relationship between trading partners and “promotes mutual planning and problem solving efforts”.

5.4 Recommendations

Large manufacturing firms in Nairobi County and outside Nairobi should be advised to embrace the concept so that they can be able to reap the benefits of adopting these strategies. Large manufacturing firms are also advised to adopt the practices that are

currently adopted at a very small extent because they can significantly improve procurement performance from the current position.

5.5 Limitation of the Study

The findings of this study and application therefore are limited to large manufacturing companies firms in Kenya. They may not be applicable directly to other firms operating outside the Kenyan manufacturing industry. It is therefore important to note that they can only be used for comparative purposes and not any direct application in another industry or country. The researcher encountered lots of limitation while conducting the research, was getting the respondents who were interviewed during working hours as many of them were out for field work or in closed door meetings. To overcome this, the researcher needed to make special appointments to meet the targeted respondents early in the morning before they leave office. The study also acknowledged that not all information sought for this research is in the public domain and to overcome this challenge permission was required to access the organizations documentation which captured the required information.

5.6 Suggestions for Further Studies

The study mainly focused on large manufacturing firms only. There is a need to conduct a similar study which will attempt to find out Integrating logistics strategies, Supply chain integration and performance and relationship between supply chain performance and supply chain responsiveness of large manufacturing firms in Kenya.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

This questionnaire consists of four parts; kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

Section A: General Information

1. Gender.....

2. Your age bracket (Tick whichever appropriate)

18 – 24 Years [] 25 - 30 Years [] 31 - 34 years [] 35 – 40 years []

41 – 44 years [] 45 – 50 years [] Over 51 years []

3. What is your education level? (Tick as applicable)

Primary [] Secondary [] College [] Bachelors' degree []

Others-specify.....

4. Years of service/working period (Tick as applicable)

Less than 1 year [] 6-10 years [] 1-5 years [] Over 10 years []

Section B: The buyer supplier relationships management strategies commonly used by large scale manufacturing firm.

No.	Statements	1	2	3	4	5
1.	The firm enhances buyer-supplier partnership					
2.	There is direct contact between the buyer and its suppliers					
3.	The regular contact between buyers and the suppliers is easier to manage					
4.	There is constant sharing of information					
5.	The firm enhances open communication between buyers and suppliers					

6.	There is meaningful and timely information between firms and suppliers					
7.	The firm treats suppliers as allies and close friends					
8.	There is trust between buyer and supplier					

Buyer-Supplier Partnership Strategy

No.	Statements	1	2	3	4	5
1.	There is a well establish buyer supplier partnership in the firm					
2.	buyer/supplier collaboration enhances procurement performance					
3.	There is joint decision making on matters of common interest					
4.	There is mutual support for both buyers and suppliers					
5.	The partnership between buyers and suppliers ensures efficiency in procurement operations					
6.	The benefits of close buyer-supplier relationships is achieved for both parties					

Communication Strategy

No.	Statements	1	2	3	4	5
1.	There is effective communication which is a critical component of buyer-supplier relationships					
2.	Procurement professionals utilize a variety of media to communicate with sup-pliers					
3.	There is open sharing of information which is indicated by the willingness of both parties to share important information					
4.	There is engagement of suppliers and other partners in mutually beneficial value exchanges					

5.	There is transparency achieved through effective communication					
6.	There is trust between buyers and suppliers achieved through communication					

Commitment to suppliers Strategy

No.	Statements	1	2	3	4	5
1.	There is commitment to a lasting relationship of limited help thus high procurement performance					
2.	The commitment among buyers and suppliers brings the desire to develop a stable relationship					
3.	There is willingness to make short-term sacrifices to maintain the relationship, a confidence in the stability of the relationship, and investments in the relationship thus improving procurement performance					
4.	Committed buyer seller relationship and commitment to core concepts in various transactions between the company and its partners are considered to improve the procurement performance of a firm					

5.	Commitment of supply chain partners willing to invest resources to achieve long-term success is sacrificing short-term interests					
6. 0	There is a sustained commitment from both sides to achieve their common goals of the supply chain					
7.	Commitment to a partner in relation to play is key to achieving favorable results for both companies, and has a direct impact on performance					

Procurement performance

Please give the percentage (%) figure relating to the **increase** or **decrease** in the parameters in the Table below for the period of five years.

For increase or decrease the benchmark is 100%

Constructs considered	Annual percentage (%)						Overall Annual growth
	2010=100%	2011	2012	2013	2014	2015	
Reduced resource wastages							
Reduced delivery lead time							
Enhance continuous production							
Prevents shortages and stock out costs							

APPENDIX II MANUFACTURING FIRMS IN NAIROBI

NO.	NAME OF FIRM
1.	Abu Engineering Ltd
2.	Acme Container Ltd
3.	Adhesive Solutions Africa Ltd
4.	Adhesive Solutions Ltd
5.	Africa Kaluworks (Aluware) Division K
6.	Africa Kaluworks (Aluware) Division K
7.	Africa Oil Kenya B.V
8.	Africa Oil Kenya B.V
9.	African Cotton Industries Ltd
10.	African Cotton Industries Ltd

11.	Afrodane Industries
12.	Agni Enterprises Ltd
13.	Agni Enterprises Ltd
14.	Ali Glaziers Ltd
15.	Ali Glaziers Ltd
16.	Alpha Dairy Products Ltd
17.	Alpha Dairy Products Ltd
18.	Alpha Fine Foods Ltd
19.	Alpha Fine Foods Ltd
20.	Apex Steel Ltd
21.	Apex Steel Ltd
22.	Aquasantec
23.	Aquasantec
24.	Aquva Agencies Ltd –Nairobi
25.	Aquva Agencies Ltd –Nairobi
26.	Arrow Rubber Stamp Company Ltd.
27.	Arrow Rubber Stamp Company Ltd.
28.	Artech Agencies (Ksm) Ltd

29.	Ashut Quality Products
30.	Aspendos Dairy
31.	Baraka Cheese Farm
32.	Bico Farm
33.	Biofood Products
34.	Brookside Dairy
35.	Countryside Dairy
36.	Cooper Motor Cooperation
37.	Creative Fabric World Co Ltd
38.	Creative Innovations Ltd.
39.	Crown Creameries
40.	Crown-Berger (K) Ltd.
41.	Cuma Refrigeration Ea Limited
42.	DoinyoLessos
43.	Doshi Group Of Companies
44.	East Africa Glassware Mart Ltd
45.	East African Breweries Limited
46.	East African Cables Ltd.

47.	East African Cables Ltd.
48.	East African Dairies
49.	Egerton University
50.	Eldoville Farm
51.	Excel Chemical Ltd.
52.	FairdealUpvc, Aluminium And Glass Ltd
53.	Famiar Generating Systems Ltd
54.	Farmers Choice Ltd
55.	Farmers Milk Processors
56.	Flexoworld Ltd
57.	Foam Mattress Ltd.
58.	Forbes Media Electronic Advertising Solutions
59.	Furmart Furnishers
60.	Gahir Engineering Works Ltd
61.	Githunguri Dairy
62.	Goldrock International Enterprises
63.	Goods Chemistry Practise& Allied Cert. Corp L.T.D
64.	Guan Candle Making Machine Co.,Ltd.

65.	Happy Cow Dairy
66.	Heluk International Limited
67.	Hills Converters [K] Ltd
68.	Hussein Dairy
69.	Hydraulic Hose & Pipe Manufacturers Ltd
70.	Imani Workshops
71.	Jet Chemicals (Kenya) Ltd
72.	Kabianga Dairy
73.	Kapa Oil Refineries Limited
74.	Kapa Oil Refineries Ltd
75.	Kapa Oil Refineries Ltd
76.	Kibarani Dairy
77.	Kiesta Industrial Technical Services Ltd
78.	Kim-Fay E.A Limited
79.	Kinangop Dairy
80.	Kingsource Plastic Machinery Co.,Ltd.
81.	Kinyagi Foods
82.	Lake Turkana Wind Power Limited

83.	Lari Dairy Alliance
84.	Limuru Milk Processors
85.	Magadi Soda
86.	Makiga Engineering Service Limited
87.	Manufacturers & Suppliers (K) Ltd -Head Office
88.	Manzil Glass & Hardware Ltd
89.	Mariakani Dairy Plant
90.	Mather & Platt Kenya Ltd
91.	Maweni Limestone Ltd
92.	Mellech Engineering & Construction Ltd.
93.	Meru Central Co-Op
94.	Metal Crown Ltd
95.	Metsec Ltd.
96.	Mgs International (K) Ltd
97.	Microsoft East Africa
98.	Mini Dairies
99.	MiyANJI Dairy Farm
100.	Mjengo Limited

101.	Mohajan Trade International
102.	Mois Bridge
103.	Mombasa Canvas Ltd
104.	Ndugu Transport Co Ltd
105.	NdumberiDfcs
106.	New Island Dairy
107.	New KCC
108.	New RuarakaHardwares
109.	New Summer A & L
110.	New World Stainless Steel Ltd
111.	Njoro Canning Factory Ltd
112.	Octagon Express (Kenya) Limited
113.	Orbit Chemical Industries Ltd
114.	Orchard Spillers
115.	Orpower 4, Inc
116.	Packaging Industries Ltd
117.	Palm Farm Ltd
118.	Palmshouse Dairies

119.	Pamside Dairy
120.	PATCOIndustries Ltd
121.	Pelican Signs Ltd
122.	Petmix Feed
123.	Platinum Packaging Limited
124.	Polythene Industries Ltd
125.	Polythene Industries Ltd
126.	Print Fast Kenya Ltd.
127.	PROTEC
128.	Protocols Microcomputer Applications
129.	Pudlo Cement Company (Pcc)
130.	Pwani Oil Products Limited
131.	PZ Cussons East Africa Ltd.
132.	Quad Cypher Systems
133.	Raghad Enterprises
134.	Raka Milk Processors
135.	Ramco Printing Works Limited
136.	Razco Ltd

137.	Redsea Chemist
138.	Reesi Hospitality Ventures
139.	Regional Centre For Mapping of Resources for Development – RCMRD
140.	Reliable Concrete Works Ltd
141.	Renscope Scientific Kenya
142.	Rhino Special Products Ltd
143.	Rock Plant Kenya Ltd.
144.	Silent Valley Creameries
145.	Snowpack Dairy
146.	Solai Stores
147.	Stanley & Sons
148.	Steelrolling Industries
149.	Sun power Products
150.	Teita Estates