

**ABSORPTIVE CAPABILITY AND PERFORMANCE OF MANAGEMENT
CONSULTANCY FIRMS IN NAIROBI**

NADHRA OMAR HUSSEIN

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.


Signature: 

Date: 14/07/2022

NADHRA OMAR HUSSEIN

Reg. No: **D61/20234/2019**

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

Signature: 

Date: 16/07/2022

Dr. Muya Ndambuki

Department of Business Administration

DEDICATION

I dedicate this project to my family; you are all so special to me

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This project's realization is the product of a great deal of work and intervention. I thank the Almighty for giving me the strength to finish it. Thank you very much, Dr. Muya Ndambuki, for your unique and illuminating critique. I cannot forget the input of former classmate's support and their cheering one another on even when it seemed impossible. Lastly but not least to my family members I say, thank you so much, you are invaluable to me.

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ABSTRACT

This research set forth with the objective of evaluation of correlations existing between absorptive capacity and performance of management consulting firms in Nairobi. The absorptive capacity theory, the idea of knowledge formation, and the knowledge-based perspective all provide support to the conceptualisation of the variables in this research. The cross-sectional descriptive research approach was utilised per this examination, the focus was on all management consulting firms in Nairobi City District that provide consulting services, which includes the thematic areas of operational management, financing and accounting, and human resource. The researcher drew a sample of 68 respondents using a mix of probability and non-probability sampling approaches. As a result, questionnaires were sent to these 68 consulting businesses. This study's overall regression findings showed that there was positive substantial association found correlating evidence of a relationship between absorptive capability of a firm and its performance. Individual absorptive ability indices, such as transformation, assimilation, acquisition and exploitation, all of which revealed positive and statistically significant associations with performance. The association between acquisition and performance was tested and yielded a Beta of .544 (P-value=.008). The beta coefficient for the connection between assimilation and performance is .610 (P-value=.025). The beta for transformation and performance is .374 (p-value=0.002), while the beta for exploitation and performance is .235 (p-value=.044). There were recommendations for more study. Future study was suggested by recommending managers to re-calibrate the significance of absorptive capacity indicators.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In the field of economics and the realm of business, firms experience fierce rivalry, driving enterprises to explore strategies that will give them an advantage over their rivals. As a result, organizations have grown more competitive and dynamic in designing and executing strategies that ensure their existence by providing better outcomes. Absorptive ability becomes an essential component for any business wanting to flourish in this sort of climate (Hernández-Perlines, 2018). According to Liu, Zhao, and Zhao (2018), absorptive abilities were positively connected with the performance of Chinese manufacturing businesses. Sancho-Zamora et al. (2021) did a multidimensional analysis on whether innovation capacity moderates a firm's absorptive capability and competence in the performance of organizations. They observed a statistically significant connection. According to these studies, the larger an organization's absorptive ability, the better it is likely to perform.

The absorptive capacity theory, the notion of knowledge development, and the knowledge-based viewpoint all lend support to the conceptualization of the variables in this study. The absorptive capacity theory, given by Cohen and Levinthal (1990), stresses organizations' ability to uncover, integrate, and apply new external information to the commercial end of the organization. Nonaka (1994) proposed the knowledge formation theory, which deals with knowledge development within firms through a closed loop process of switching between tacit and explicit knowledge. According to Kagut and Zander (2003), the knowledge-based viewpoint asserts that knowledge generation is a step-by-step building process with the same purpose in mind: to see knowledge as a helpful resource for organizational success. This notion is merely an extension of the enterprise's resource-based strategy, in which information is

considered as the most significant resource. According to this hypothesis, knowledge is considered as a unique resource, and firms place a premium on shielding it from rivals.

Consulting businesses are for-profit corporations that charge individuals or organizations for professional services. The objectives of companies in the consulting business are to match clients with market experts and subject matter in the field. Kenyan consulting firms are categorized by the areas in which they operate, the most common being finance as well as human resource, information technology, accounting, management, hospitality and law and. A number of factors contributed towards mushrooming of consultancy operatives in Kenya, including the emergence of outsourcing as a management practice, the emergence of new opportunities offered by technological advances, a weak economy that does not support employment as a source of income, and individuals' desire for independence, which led to consultancy. The emergence of various consultancies in a weak economy has intensified competitiveness, compelling players get to be resourceful to gain a competitive advantage. Enhancing the firm's information gathering, integration, reconfiguration, and adoption capabilities was one of the backup alternatives. The premise is that this will ultimately enhance the consulting firm's performance.

1.1.1 Absorptive Capability

Cohen and Levinthal (1990) describe absorptive capability as an organization's ability to perceive the value of new knowledge, absorb it, and apply it for commercial objectives. According to Zahra and George (2002), this competence is a flexible organizational capability based on a set of workplace processes and rules. This notion, can be referred to as the capacity to acquire, integrate, transform, and utilize information gained from sources outside than the company. Schmidt (2010) described it as "the capability to deal with fresh knowledge from

other sources." Zhixiong and Yuonjin (2010) explain this competence as a set of skills and knowledge in which enterprises preserve, absorb, alter, and apply external knowledge. According to Newalla and Nishiguchi (2001), organizational knowledge production is an absorptive function. Total absorptive capacity is characterized as an organization's ability to process newly acquired information from outside its borders.

The literature has extensively explored the breakdown of absorptive ability into several components in order to cope with fresh external information. Some writers have regarded it as a three-part method. For exemplification, Cohen and Levitnal (1990) concentrate on the following factors: absorption, organizational application and last but not least, recognition. Zahra and George (2002), Jansen et al. (2005) and Todorva and Durisin (2007) explored the following factors of absorption: assimilation, conversion, exploration and acquisition. According to Zahra and Georgic (2002), this study encompasses the core theory of absorptivity as an organization's ability to deal with new external information through four elements: acquisition, absorption, transformation and exploitation. In this sense, acquisition refers to a company's decision and wherewithal to find and acquire externally generated knowledge that is vital to its operations. Assimilation refers to the procedures and processes that enable firms to evaluate, analyse and comprehend information from external sources. Transformation refers to the capacity to build and enhance routines (practises) that permit current information to be freshly learned and integrated with absorbed knowledge. And elaboration refers to the capacity to blend current information with newly learned knowledge.

1.1.2 Firm Performance

Business performance is defined as the eventual outcome of operations and the consequence of an agency's operational activities (Terziovski 2010). (Terziovski 2010). (Terziovski 2010).

Performance is attained by a logical series of actions, commencing with the acquisition and configuration of resources and ending with the growth of talents and abilities. All of these contribute to better performance. Furthermore, performance is described as the difference between actual and projected outcomes or output, as well as goals and objectives (Kaplan & Norton, 1992). (Kaplan & Norton, 1992). Communication method, process management, innovation and organisational culture, staff creativity, interaction of leadership, company identity, managerial practices and regulations, and business environment all contribute (Haworth, 2007). (Haworth, 2007). (Haworth, 2007). Amstrong (1994) identifies the following to conceptualise performance "the record of successes in a particular job or activity over a specific period of time". As a consequence, performance is assessed based on the organization's reaction to performance and outcomes, efficiency of internal processes, accrued advantages, procedures, organization structures, job attitudes, and the settings.

In the lack of standardised measurements of performance, consulting companies encounter several hurdles in measuring their efficiency. Srinivasan (2014) points out that the services supplied by these firms are difficult to measure and classify since various organisations have distinct differentiation strategies and the business speciality is not united. Most consulting businesses specialise on one or two areas, but only the larger corporations can focus on numerous consulting areas such as marketing, accounting, human resources, strategy, etc. . It should also be highlighted that many organisations operate in secrecy, making it impossible to acquire information regarding their effectiveness.

After recognising the challenges to assessing the effectiveness of consulting organisations, real world consultants and consulting companies have given various measures of organisational performance. According to Hill (2018), these KPIs include usage, client acquisition, repeat

business, and lead creation. Utilization is computed by dividing the total number of billable hours by the total number of working hours available for the period. A greater consumption rate results into more revenue. Customer acquisition is defined by the number of offers issued over a period of time and the number of new customers obtained through those offers. During the billing cycle, repeat business is defined by the number of compliments and repeat customers received, and leads are estimated by the number of consumers created via referrals, enquiries, social media, networking, and business events. Despite the fact that management consulting companies utilise these performance indicators to gauge success, the research revealed that the metrics have not been scientifically verified. As a consequence, performance in terms of lead generation, client acquisition, and repeat business was analysed for the objectives of this research.

1.1.3 Nairobi Management Consulting Firms

A consulting firm is a for-profit entity that solicits professional assistance from individuals or organizations. The purpose of consulting firms is to connect clients with industry and subject matter experts. Consulting firms are categorized by the areas in which they operate. The most popular are accounting and finance, technology and information systems, human resource, administration, , professional services, and hospitality. These are members of KBIS and are extensively engaged in information sharing. Their major role is to give knowledge, design, experience or expertise to client firms to aid in their execution. These companies' business includes collecting, producing, analyzing and distributing information, with the aim of providing their customers with features and solutions they could not develop themselves.

The management consulting industry in Kenya has expanded dramatically in recent years as a result of a variety of factors, including: environmental uncertainties that have forced businesses

to rethink their traditional business models, the emergence of new horizons brought about by technological advances, and an increased desire among individuals to be self-sufficient in terms of working. As a consequence, it is regarded one of the fastest expanding areas in the knowledge economy. According to Mukkamala and Razmerita (2014), consulting companies have begun eliminating the word "consulting" from their job names in recent years. This is explained in part by changes in client needs and labour possibilities, as well as a desire to innovate and supply additional services to the point where the word consulting becomes restricted and no longer reflects their complete offering. The demand for a varied assortment of services impacts both small and big consulting organizations. Similarly, a number of consulting businesses have built innovation centres across the globe, while the freelance consulting model, in which experts may find customers online, continues to prosper (Imbuhila, 2016). (Imbuhila, 2016).

1.2 Research Problem

Consulting organizations throughout the globe are reported to encounter a range of problems, including unexpected returns, unwanted publicity, creating long-term objectives, gaps between consulting contracts, and lack of financial, technical, and human resources. (Jacobs, Swink & Linderman, 2015). According to Tanui (2015), these challenges impair a firm's competitiveness and overall success. Furthermore, Fincham, Mohe, and Seidl (2013) and Srinivasan (2014) discovered that the nature of consulting firm services is difficult to investigate, explain, and quantify, and that stakeholders seldom follow performance trends in the sector. I argued that it culminates in a system that does not. Noted. Furthermore, none of the attributes reported by practitioner counselors or counseling organizations have been adequately tested (Hill, 2018). As a result, there is virtually no data on the success of management consulting firms.

Management consultancies are knowledge-intensive institutions all over the globe. Because of this, their capacity to learn new information and reprogram this new knowledge becomes critical. Kenya has experienced a growth in the number of consulting companies in recent years, owing to a combination of factors such as the establishment of new technology-driven businesses, new opportunities enabled by technical improvements, and persons' desire to shift away from conventional work. There are currently management consultants that specialize in operations, accounting and finance, marketing, and human resources. The size of the Kenyan economy in proportion to the number of consultants in each profession reveals that the number considerably outnumbers the necessity for their services. Clearly, each consultant must study the environment for sources of competitive advantage, and enhancing absorptive aptitude is one possible technique. The premise is that by strengthening their capacity to gather and utilize information, these businesses will increase their performance.

The study on absorptive aptitude and organizational success has not been thoroughly unified. Wanyonyi (2006) investigated the client-consultant relationship and found that the majority of respondents agreed that mapping out the network or relationship in the management consultant's operating roles and methods of intervention in the clients' management consultancy relationship were extremely important. Tzokas et al. (2015) examined Absorptive capacity and performance in high-tech SMEs: The role of customer interactions and technical skills. The results of this study show that corporate receptivity coupled with the ability to incorporate cutting-edge technology into new product development programs leads to better performance in terms of new product development, market performance and profitability. . Customer insight into new product development. Costopoulos et al. (2011) evaluated the acceptability, creativity and financial performance of Greek companies. The results show that

the influx of knowledge from outside is directly and indirectly related to absorptive capacity and innovation, and that absorptive capacity directly and indirectly contributes to innovation and economic success. but on a different timescale. There is not only a cacophony of conceptualizations, but also deviations in context and methodological gaps. The purpose of this study is to investigate the following research question: How does absorptivity affect the performance of management consultants in Nairobi Municipality, Kenya?

1.3 The Study's Objective

The purpose of this research was to see how absorptive skill affected the performance of management consultancies in Nairobi.

1.4 Importance of the Study

The outcomes of this research are valuable to numerous parties. First, the results apply to senior management of a business consultancy company in Nairobi City County, Kenya, and assist them better comprehend the idea of absorption potential and its influence on business performance. As a consequence, managers are empowered to establish procedures that effect corporate performance. Practitioners and management consultants will benefit from the results of this study as they will be able to develop industry-specific absorptive capacities that will enable them to achieve superior results.

Research results are also important to the Kenyan government in formulating and implementing government policy on national development goals, particularly in business consulting, through appropriate ministries and other government bodies such as the legislative and judicial bodies. This is because all businesses, including consulting firms, operate on behalf of the government and are therefore controlled by the government. These companies

also provide government revenue in the form of taxes and royalties, so the government will be interested in their performance.

The results of this study contribute significantly to the level of knowledge regarding the concept of absorptive capacity and its impact on performance. Academics and other researchers will find the results of this study to be a useful reference to strengthen their research and theories regarding receptivity and organizational success.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The theories that are discussed are the absorptive capacity theory, theory of knowledge generation, and knowledge-based theory, these are reviewed in this chapter along with the literature review. The review of absorptive capacity aspects and empirical research connected to absorptive capability and firm performance follow.

2.2 Theoretical Framework

Knowledge generation theory, absorptive theory, and knowledge-based theory form the theoretical foundations of this research. Sections that follow discuss these ideas.

2.2.1 Absorptive Capability Theory

The concept revolves on how an organization gathers knowledge from outside its borders as well as the special skills needed to handle this new value knowledge. This theory, which highlights organizations' abilities to recognize, integrate, and apply fresh external information to the commercial end of the organization, was put out by Cohen and Levinthal in 1990. The primary focus of this hypothesis is the company's prior related knowledge. Theoretically, this boosts the company's Absorptive Capability, which is good for the technological foundation of the firm. Theoretically, firms increase their capacity to process information by investing in core disciplines (Absorptive Capability).

The function of boundary spanners, employee behaviour, communication structures, and cognitive structures are all related to absorptive capability. By presenting four components of Absorptive Capability and considering it as a dynamic capability, Zahra and George (2002) developed the theory. The components mentioned—Acquisition, Assimilation,

Transformation, and Exploitation—through activation triggers help organizations obtain a competitive edge and develop strategic flexibility. One factor unites both study contributions: they both seek to identify methods for enhancing knowledge process abilities. In-depth study is being done to more thoroughly delve into the theory's facets while the idea is being tested in the literature.

2.2.2 Theory of Knowledge Creation

The theory of knowledge production by Nonaka (1994) addresses the evolution of knowledge within an organization via a closed-loop process of switching between tacit and formal knowledge. This theory is based on Polanyi's (1962) theory of the distinction between tacit and explicit knowledge. In his opinion, tacit or tacit knowledge is buried in people's minds and can only be inherited through his OJT or professional training courses by employees. Explicit knowledge, on the other hand, refers to information that can be explained and easily communicated to others. Because tacit knowledge is very contextual, it can only be studied by having employees actively take part in the process. Explicit information is easily communicated and codified, and it may be internally ingested via regular procedures like documentation.

According to Polanyi, the introduction of latest information or the assimilation of acquired information requires a special framework since it is usual for tacit and explicit information to need to be passed from one to another (tacit and explicit). In order to create knowledge in the firm, Nonaka (1994) divided this channel of knowledge production into four components. According to the idea of knowledge production, internalization, externalize, socialization, and combination are the four interaction patterns for knowledge growth in enterprises. An interaction pattern is made up of four elements: socialization, internalization, externalize, and

combination. According to Nonaka's (1994) theory of knowledge creation, knowledge is created via a continuous cycle of knowledge conversion that includes these four types of interaction.

The idea of knowledge generation describes a series of processes that begin at the individual level and continue to the team and organizational levels. Theoretically, knowledge production interaction patterns are driven by organizational support mechanisms and systems, such as procedures, information sharing among employees, documentation, practical experience sharing, and on-the-job training. To strengthen the firm's knowledge base and formalize knowledge within the organization, knowledge generation theory focuses on knowledge sharing, both tacit and explicit, and on employee behavior in the context of employee behavior in knowledge process activities. Emphasizes the importance of engagement.

2.2.3 Knowledge Based Theory

Knowledge-based theory is credited to several authors, including Barney (1991 & 2001), Grant (1996), Nonaka, Kogut & Zender (2003). The idea of knowledge generation is a systematic construction process with the sole purpose of viewing knowledge as a key resource for organizational development. This concept is simply a continuation of the enterprise's resource-based approach, in which information is seen as its most important resource. According to this theory, businesses prioritize safeguarding their knowledge from competitors since it is seen as a valuable resource. According to this theory, firms can develop long-term competitive advantages if they can protect against imitation, substitution, and transfer to others. This shows that knowledge is rare and valuable and must be protected. This tactic is effective in traditional companies, but it is difficult to use in the current context since there is no concept of intellectual distinctiveness. A new theory called as knowledge-based theory fills this gap.

This perspective knowledge as a dynamic resource that must be developed at all levels. It focuses on achieving the long-term sustainable competitive advantage that would be possible if this resource were regularly expanded. Contrary to what resource-based theory claims, according to knowledge-based theory, knowledge resources should be created at all levels. The authors contend that this organization's sustained competitive advantage is driven by a solid and developed knowledge base, organizational culture policies, employee behaviour, routines, processes, and systems, information systems, intrafirm and interfirm management systems, and information systems.

2.3 Dimensions of Absorptive Capability

2.3.1 Acquisition

The acquisition aspect is the ability to identify, maintain, and understand the external knowledge necessary for organizational success (Lane and Lubatkin, 1998). According to several scholars, dimension acquisition is a powerful source of knowledge that develops as a consequence of appropriate R&D investment (Chaudhary and Batra, 2018).

They suggested three important factors that might have an influence on ACAP and characterize the effort put forth in knowledge acquisition. These are the elements: (Amount, Pace, and Direction). Businesses must be able to recognize and acquire information quickly and efficiently. These factors may also affect the calibre and scope of a company's acquisition skills. In other words, a corporation will acquire the necessary abilities more quickly if it makes a greater effort to absorb new knowledge, according to Kim (1997).

2.3.2 Assimilation

As stated by Kim (1997) and Szulanski, assimilation is the process through which a company analyses, processes, evaluates, and comprehends data gathered from outside sources, according to Zahra and George (2002). (1996). According to Zahra and George (2002), beliefs and discoveries outside of an organization's search zone are rejected since the firm cannot easily perceive them outside. Additionally, external data from outside the business or organization, whether it comes from outside a department or outside the whole organization, may include heuristics that are incompatible with the current heuristics of the firm or organization. As a consequence, there can be a delay in understanding and processing information (Leonard-Barton, 1995). External information must be specific in terms of context and content. Knowledge is difficult to comprehend when its worth depends on a complementary asset; the more challenging it is to understand and relate to outside knowledge, the more challenging it is to understand and relate to outside knowledge (Silva et al., 2014). Finally, effectively integrating outside knowledge requires that information be understood and comprehended (Pittz et al., 2018).

2.3.3 Transformation

Transformation is the capacity of an organization to change its current procedures so that they may be combined with recently acquired knowledge. Refinement, according to Zahra and George (2002), may be carried out by adding or removing information as well as by adding to the same obtained knowledge in various ways. Zahra and George's (2002) concept of the transformation dimension suggested using a technique known as bi-association. Metamorphosis results from the bi-association process. Bi-association is the existence of an idea in two trustworthy but unrelated groups of resources. Because of this, an organization's capacity to assimilate information presented in two opposing ways from diverse sources and

then link these bits of information with developing knowledge is necessary for a successful transformation approach (McGrath and MacMillan, 2000). Many points of view have linked the changeover to a change in approach in the literature. Strategic change or strategic organizational transformation refers to when a beneficial change arises inside the firm's practices and domain knowledge. According to Zahra and George (2002), strategic transformation provides new knowledge for reevaluating the industry's organizational description and competitive strategy (Floor, Cooper and Oltra, 2018).

2.3.5 Exploitation

Through exploitation, the use of knowledge is emphasized. By integrating newly obtained and transformed information into their operations, businesses may improve, spread, and impact their current skills or create new and distinct ones. This is known as exploitation as an organizational competence (Cohen and Leventhal, 1990).

Exploitation is mostly used to demonstrate a business's capacity to create and incorporate information into its procedures and operations (Van den Bosch et al., 1999). The goal of this integration technique is to retrieve data that has already been produced and used (Lyles and Schwenk, 1992). As a consequence, the output of the exploitation capacity generates new services, goods, systems, and information. When considering new projects, new initiatives that have a tendency to collect data from multiple important sources, such as clients, competitors, and the market, are an excellent example of the exploitation capabilities. They then use the knowledge they have gained to learn new talents. In order to be successful and be acknowledged, businesses must also implement practices that position their expertise and use it to advance current visions or foster new ideas in their environment (Liang and Liu, 2018).

2.4 Empirical Review

Zhang and Xiaobing (2008) created a research model that combined organizational performance and the Human Resource Management System (HRMS) from the perspective of absorptive capacity (OP). Based on theory development, the researchers came up with hypotheses on HRMS, absorptive capacity, and organizational performance (Zhang & Xiaobing, 2008). The study utilized a snowball sampling technique with 221 effective samples, and SEM was used to analyse the sample data. It was found that some of the presumptions were true. Experimental assistance was provided for both HRMS and the absorptive capacity research paradigm for organizational performance integration (Zhang & Xiaobing, 2008).

The majority of advertising constructing consultancy companies do now no longer marketplace their offerings efficaciously due to the fact experts are gradual and inflexible in accepting changes, that is exacerbated via way of means of the stern expert ethics of the expert bodies, which have an effect on their techniques of advertising, in line with Muchungu`s (1997) take a look at at the advertising of constructing consultancy offerings in Kenya, that specialize in consulting engineering companies, amount surveying companies, and architectural companies.

While gaining knowledge of carrier transport techniques and the strategic positioning of facts era in control consulting groups in Kenya, Mbithi (2005) notes that corporations which have a whole lot of transport modes and methodologies utilize a few types of differentiation strategy. They additionally have commercial enterprise divisions wherein they use attention techniques. The choice standards for control consulting companies primarily based totally on groups indexed at the Nairobi inventory marketplace are encouraged via way of means of each inner and outside variables, in line with Kigathi's studies from 2007. Considerations consist of expertise, experience, price, and the popularity of the consulting commercial enterprise.

Additionally, Imbuhila (2016) looked at how strategic planning methods affected the financial performance of engineering consultant businesses in Kenya and found that these practices had a considerable favourable influence on the financial performance of these firms. Based on the above discussion, this study comes to the conclusion that consulting firms in Kenya encounter the same challenges and concerns as consulting firms elsewhere. Foreign enterprises are in the same position as management consulting firms in that little attention has been devoted to their success in research (Srinivasan, 2014). Additionally, studies on management consulting firms carried out in Nairobi City County have not linked absorptive capacity to economic performance.

Rangus, Kaja, and Slavev (2017) investigated the relationship between organizational characteristics and firm innovation and profitability. This study examined how decentralization, absorptive capacity, and employee ownership affect firm innovation, and how it affects firm performance in light of the open innovation literature. (Rangus, Kaja & Slavec, Alenka, 2017). A large sample of 421 manufacturing and service firms showed that decentralization was positively associated with employee participation, receptivity, and firms' innovation performance. The findings also showed that the relationship between decentralization and firms' ability to innovate is moderated by employee engagement and receptivity. Results also showed that an organization's innovation performance positively impacts business performance (Rangus, Kaja & Slavec, Alenka, 2017).

In their 2017 study, Khan, Xuehe, Atlas, Khan, Pitafi, and Saleem examined the effects of dominant logic and absorptive capacity (ACAP) on the innovation performance of public organizations. In the study, it was discovered that dominating logic and absorptive capacity had a positive relationship with business success. Additionally, these factors boosted

government institutions' ability to innovate in addition to business success (Khan, Xuehe, Atlas, Khan, Pitafi & Saleem, 2017).

Liu, Zhao, and Zhao (2018) studied the direct and indirect effects of absorptive capacity (AC) on firm performance (BP) (MC) through innovation and mass customization. The authors investigated how creativity and MC expertise influenced the relationship between AC and BP. Using questionnaires, he collected data from 278 Chinese firms in four manufacturing sectors to empirically validate the proposed model using structural equation models. This result suggests that AC can improve BP both directly and indirectly through MC skill and inventiveness. Furthermore, this study found that MC ability has a stronger mediating effect than innovation (Liu, Zhao & Zhao, 2018).

Hernández-Perlines and Felipe (2018) examined the mitigating effect of absorptive capacity on entrepreneurial linkages of global performance of family firms. 218 family businesses (IEFs) affiliated with the Institute of Family Business served as a sample. In this paper, structural equation models using PLS-SEM techniques were used to evaluate recommendation models and contrast the mitigating impact of absorptive capacity on the global success of family-owned enterprise entrepreneurship. The main conclusion of the study was that the entrepreneurial approach of family businesses had a significant impact on their success on a global scale. Moreover, absorptivity enhanced this effect and served as a helpful moderator.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The research methodology is presented in this chapter. The chapter is divided into sections dealing with demographics, sample size, data collection and analysis, and study design.

3.2 Research Design

According to Kothari (2004), study design is the strategy that researchers plan to use to address their research question. Mainly he has three types of designs that are commonly used when setting up research projects. They include descriptive, causal, and exploratory research designs. A cross-sectional descriptive research approach was chosen for this study. According to Bryman and Bell (2015), descriptive research designs are structured empirical investigations, where the independent variables already exist or cannot be changed, so researchers have no direct control over them. Characteristics of the population or phenomenon under study were described using designs. The study is cross-sectional as only her one time point was used to collect the data.

3.3 Population of the Study

The group of individuals, goods, residences, establishments, and services that the researcher is focusing on are clearly identified and described (Cooper, Schindler & Sun, 2006). The target population of the research comprised all firms offering management consulting services in Nairobi City County that provide guidance on issues of markets, personnel resources, on financing and accounting, and also on operational management. As of December 2021, Nairobi's Registrar of Companies has registered 227 management consulting firms, as shown in Appendix II.

3.4 Sample Size and Sampling Design

The respondents were chosen throughout the sampling process using a mix of probability and non-probability sampling techniques. HR, Marketing, Operations, Finance and Accounting, and HR are the four areas into which consultants may be categorized. These were all seen as strata. 30% of the firms from each strata were chosen using judgmental sampling. Using this method and the list in Appendix II, the research took into account 25 consulting companies for operations, 14 for accounting and finance, 24 for marketing, and 5 for human resources. A sample of 10 to 30 percent of the population is considered adequate by Mugenda (2009), while a sample of more than 50 percent is considered ideal.

3.4 Data Collection

Primary data were used in this study. Data were collected using a questionnaire. Sekran and Bougie (2010) have determined that this is the best technique, as it can gather a lot of information quickly. Ensure consistency while protecting the privacy of data sources. For these reasons, we consider questionnaires to be the preferred tool for data collection in this study. Depending on the context, survey respondents were partners, directors, executives, managers, or executives. A 5-point Likert scale was used for the survey.

3.4 Data Analysis

According to Saunders (2011), quantitative data are created from the meanings derived from numerical data, combined with numerical and standardized data, and analyzed using charts. As a result, SPSS version 23.0 was used for quantitative data analysis. After the data were cleaned, descriptive statistics such as means, frequencies, standard deviations and percentages

were calculated for all quantitative variables. The information was then presented in tables and graphs.

Relationships between independent variables (assimilation, acquisition, transformation, exploration) and dependent variables (consulting services) were established by regression analysis. Here's the regression model I used:

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

Y = performance of consultancies

β_0 = Constant

X1 = Assimilation

X2 = Acquisition

X3 = Transformation

X4 = Exploration

ε = Error Term

CHAPTER FOUR: DATA PRESENTATION ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter contains the results and a discussion. Data were analyzed using descriptive statistics and relationships were tested using regression analysis.

4.2 Response Rate

A combination of probability and non-probability sampling techniques was used to derive a sample of 68 respondents. Questionnaires were therefore sent to these 68 consulting firms. Out of the 68 questionnaires presented, 62 were returned which represented a 91 % response rate. Two (2) questionnaires were however not used in the analysis due to incompleteness. The researcher therefore proceeded to analysis with a total of 60 questionnaires. This number was considered good enough.

4.3 Demographic Characteristics of Respondents

This section was meant to capture information on the demographic characteristics of the respondent firms. It has been found that the demographic characteristics of an institution sometimes determines their behaviors and orientations.

4.3.1 Age of the Consulting Firm

This question was meant to collect data on the age of the consulting firm. The number of years a consultant has been in business is correlated to their knowledge management practices (Kombu, 2015).

Table 4.31 Number of Years in Operation

Years	Number	Percentage	Cumulative Percentage
Below 5 years	5	8.3 %	8.3
5-10 years	18	30%	38.3
10-15 years	22	36.7 %	75.0
Above 15 years	15	25 %	100.0
Total	60	100%	

Source: Research Data, 2022

Table 4.1 indicates that only 8 % of consultancy firms are less than 5 old years since establishment. Cumulatively, 38 % of the firms are 10 years old. About 62 % of respondents revealed that they were more than 10 years in business.

4.3.2 Number of Employees

This question was posed to respondents with the intention of establishing the size of the firm. Studies have used the number of employees as an indicator of firm size.

Table 4.32 Number of Employees

Number of Employees	Number of Firms	Percentage
Less than 10 Employees	12	20
10- 20 Employees	24	40
20-30 Employees	10	16.7
Above 30 Employees	14	23.3
Total	60	100%

Table 4.2 Shows that a majority of consultancy firms have less than 20 employees (Cumulative % is 60%). It is worth noting that a significant number of consultancy firms (23 %) have

employed more than 30 employees. The indication is that for knowledge-based businesses such as consultancy firms, this is considered a high number.

4.3.3 Number of Services Offered

This question was posed to establish the number of services or lines of business offered by the consulting firm to clients. This is yet another significant measure of size in knowledge-based firms.

Table 4.33 Number of Services Offered

Number of Services	Number of Firms	Percentage
Less than 5	45	75.0
5-10	10	16.7
Above 10	5	8.3
Total	60	100.0

Source: Research Data 2022

Table 4.3 indicates that a majority of consultancy firms offer less than 5 services. This could be explained by the fact that there is a very high level of specialization in consulting business. Each firm wants to be known in the market for certain niche areas. This makes a lot of sense in knowledge-based firms. Only 8 % indicated that they offered more than 10 services. These are most probably the larger, older firms that have established themselves and can employ a sizeable number of employees.

4.4 Descriptive Statistics for Absorptive Capacity

The independent variable in the study was absorptive capacity. Absorptive capacity was operationalized in four indicators, namely: acquisition, assimilation, transformation and exploitation. Data on each of these indicators was collected using a 5-point Likert scale.

Table 4. 41 Acquisition

Statement	Mean	Std. Dev
Our unit has frequent interactions with corporate headquarters to acquire new knowledge.	3.05	0.07
Employees of our unit regularly visit other branches.	3.00	0.05
We collect industry information through informal means	4.67	0.21
Other divisions of our company are hardly visited.	2.00	0.43
Our unit periodically organizes special meetings with customers or third parties to acquire new knowledge.	4.34	0.08
Employees regularly approach third parties such as accountants, consultants, or tax consultants.	4.40	0.24

Source: Research Data, 2022

According to Table 4.41, the maximum valued supply of new information for consultancy companies is thru casual means (Mean=4.67, Std Dev=.21). Other techniques of gathering statistics had been indicated as through unique conferences with clients or from different consultants relying on specialization (Mean=4.40, Std Dev=0.24). Respondents did not seem to agree with the statement that other company divisions are rarely visited (Mean=2.00, Std dev=0.43). respondents were undecided on a statement about regularity of visits of employees to other branches.

Table 4.42 Assimilation

Statement	Mean	Std Dev
It will take us a while to see the changes in our market	1.89	0.34
The new ways to serve our customers, are understood quickly.	4.78	0.23
We quickly analyze and interpret the changing demands of the market.	4.45	0.43

Source: Research Data, 2022

According to Table 4.42, most consulting firms indicated that they are quick to analyze and interpret changing market needs and understand new ways to serve their clients (mean = \geq 4.00) . This shows that consulting firms are vigilant to react to changes in their markets. Only an insignificant number indicated that they were slow to respond to market changes (mean=1.89).

Table 4.43 Transformation

Statement	Mean	Std Dev
------------------	-------------	----------------

Our unit frequently considers the effects of converting marketplace needs in terms of recent merchandise and services.	4.56	0.56
Employees record newly acquired knowledge and save it for the future.	4.34	0.43
Our units quickly recognize the benefits of new knowledge over existing knowledge.	4.67	0.06
Employees rarely share their experiences with practice.	2.43	0.03
It is difficult for our unit to capitalize on the opportunities presented by new discoveries from the outside.	3.59	0.24
Our unit meets regularly to analyze the impact of market trends and the development of new products.	4.90	0.26

Source: Research Data, 2022

Table 4.43 shows that most consulting firms regularly consider the consequences of changing market requirements in relation to new products and services, record and store the newly acquired knowledge for future reference, meet regularly to discuss the consequences of market trends and new product developments (mean value over 4.00). All of these statements share a common underlying theme of responsiveness.

Table 4.44 Exploitation

Statement	Mean	Std. Dev
------------------	-------------	---------------------

The proper way to do business inside our unit is well established.	4.87	0.06
In our unit, customer complaints are ignored.	1.65	0.53
Our team has duties and tasks that are distinct from one another..	4.89	0.23
We are continuously thinking of better ways to use knowledge.	4.76	0.13
New goods and services are challenging for our unit to execute.	2.00	0.26
Employees speak the same language about our goods and services.	4.23	0.05

Source: Research Data, 2022

According to Table 4.44, respondents agreed with the statements about having a common goal and being able to focus efforts on a fresh opportunity. Respondents gave a 100% agree response when asked about if workers are aware of how tasks within their unit should be completed, whether they speak the same language about the company's goods and services, and whether they are always thinking about how to best use expertise (Mean above 4.00). A claim that businesses weren't truly attentive to customers' requirements wasn't at all supported (Mean=1.65, Std Dev=.53).

4.4.5 Firm Performance

This section contains the dependent variables of the study. The Balanced Score Card, developed by Kaplan and Norton in 1993, was used to operate performance remotely. The results are shown in Table 4.45.

Table 4.45 Firm Performance

Statement on Performance	Mean	Std Dev
The Leads Generated:		
1. The count of customers generated through referrals.	4.45	0.65
2. Customers generated through inquiries	2.65	0.07
3. Customers generated through networking and business events	4.65	0.34
4. Customers generated through social media.	1.67	0.08
The Number of Customers Acquired through: -		
1. Project proposals are sent to potential customers	4.76	0.07
2. New customers attracted as a result of the proposal submitted	4.13	0.56
Customers obtained through: -		
1. The quantity of client praises received	4.50	0.08
2. Number of repeat customers over the years	4.97	0.78

Source: Research Data, 2022

Performance was operationalized using three indicators: leads generated, number of customers acquired and repeat business which are acknowledged as good enough indicators of performance in consulting firms. The findings indicate that the fact that consulting firms rely on repeat customers was heavily supported (Mean=4.97, Std Dev=.78). Also heavily supported was the fact that companies sent proposals to prospective customers (Mean=4.76, Std dev=.07) and customers generated through networking and corporate events (Mean=4.65, Std Dev=.34). Customer generation through social media and through pure enquiries received the least support.

4.5.0 Regression Results

The purpose of this study was to assess the impact of acceptability on the performance of consulting firms in Nairobi. Thus, it is most statistically sound technique to examine this anticipated association was using regression analysis. The results of the regression tests are shown following.

Table 4. 51: Model Summary

Model	R	R²	Adjusted R²	Std. Error of the Estimate	R Square Change	F	df
1	.613 ^a	.376	.340	.62405	.376	10.492	4

Predictors: Acquisition, Assimilation, Transformation, Exploitation

Table 4.51 gives the model summary of the outcomes. The statistics reveal that R² is .38 suggesting that the predictors are responsible for 38 % of the dependent variable. The

difference of 62 % is explained by variables not included. The F statistic was 10.492. The degrees of freedom were 4(5 variables minus 1).

Table 4.52 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.430	4	3.087	11.561	.000
Residual	36.562	55	.286		
Total	61.992	59			

Predictors: Acquisition, Assimilation, Transformation, Exploitation

Dependent Variable: Performance

Table 4.52 demonstrates that overall the association between the independent factors and the dependent variable was statistically significant (P-Value =0.00). The ANOVA test measures the overall significance of the connection at a particular degree of confidence.

Table 4.53 Regression Co-efficient

Model	Unstandardized		Standardize	t	Sig.
	Coefficients		d		
	B	Std. Error	Beta		
1 (Constant)	.543	.323		6.087	.281

Acquisition	.172	.067	.544	3.565	.008
Assimilation	.146	.067	.610	3.276	.025
Transformation	.186	.078	.374	4.261	.002
Exploitation	.070	.045	.235	2.404	.044

Dependent Variable: Performance

From Table 4.53, it is shown that all predictor variables had a statistically significant relationship with the dependent variable. The implication is that all the indicators of absorptive capacity were positively and significantly related to performance (P- values were less than 0.05). The resultant equation is

$$\text{Performance} = .543 + .544Ac + .610 As + .374 Tr + .235 Ex$$

Where Ac= Acquisition

As= Assimilation

Tr= Transformation

Ex= Exploitation

The constant of .543 indicates that there is some level of performance even when the predictor variables are held constant.

4.6 Discussion of the findings

The overall regression findings of this research reveal that there exists a positive and substantial association between a firm's absorptive capacity and its performance. These results are in support with the expectations of the absorptive capacity hypothesis which postulates that a businesses ability to reengineer information will affect on its success (Cohen & Levinthal, 1990). (Cohen & Levinthal, 1990).

A variety of markers of absorptivity, including acquisition, assimilation, conversion, and exploitation, all yielded positive and statistically significant associations with performance. The test of the association between acquisition and performance yielded a Beta of .544 (P-value=.008). This results supports Kim (1997). (1997). The link between assimilation and performance reveals a Beta of .610 (P-value=.025). This observation is in accordance with Pittz et al. (2018). (2018). Transformation and performance has a Beta of .374 (P-Value=0.002) while exploitation and performance have a Beta of .235 (p-value=.044).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Chapter 5 provides an overview of the research, findings, and suggestions for policy and further research.

5.2 Summary

The purpose of this research was to investigate the impact of absorptive ability on performance of consultant businesses in Nairobi. The demographic data on the suggest that a majority of consultant businesses provide fewer than 5 services. This might be explained by the fact that there is a very high degree of expertise in consulting industry. Each organisation wants to be renowned in the industry for particular specialist sectors. This makes a lot of sense in knowledge -based organisations. the most valued source of new information for consultant businesses is via informal methods (Mean=4.67, Std Dev=.21). Other means of gathering information were stated as via specific meetings with clients or other parties and from other consultants based on speciality (Mean=4.40, Std Dev=0.24). On assimilation, most consulting companies claimed that they are fast to evaluate and comprehend changing market needs and identify new chances to assist their customers (Mean= \geq 4.00). This demonstrates that consulting organisations are sensitive to adapt to developments in their markets. Only a minority said they were slow to adapt to market changes (average = 1.89). With respect to transformation, the results are that most consulting firms regularly consider the consequences of changes in market requirements related to new products and services, record and store newly acquired knowledge for the future, and monitor market trends. meeting regularly to evaluate results and discuss new product development. (meaning 4.00 or higher). The statistics reveal that R2 is .38 suggesting that the predictors are responsible for 38 % of the dependent variable.

The discrepancy of 62 % is explained by factors not included. The F statistic was 10.492. Absorptive ability was shown to have a statistically significant impact on performance.

5.3 Conclusion

The independent variables in this study were operationalized in terms of acquisition, assimilation, conversion, and exploitation. The data show that total absorbent capacity has a significant impact on performance. Therefore, the conclusions that can be made from the findings are that firms can do nothing in relation to manipulating absorptive capacity and still expect to post some level of performance since the constant is .543. Assimilation has the greatest influence on performance (Beta=.610) compared to the rest. The implication is that consulting firms may still perform well by paying attention to assimilation of new knowledge. Acquisition had a Beta of .544 implying that it is an indicator of absorptive capacity with some significant influence on performance. Acquisition and assimilation were found to be the most impactful of the indicators so consulting firms that wish to post superior performance may choose to focus on these two.

5.4 Recommendations

From the above analysis and conclusions, we recommend the following:

On practice, managers are advised to recalibrate the significance of the indicators of absorptive capacity accordingly since they have been shown to impact on performance differently. It is also clear that it is not enough to consider absorptive capacity without a break down of its indicators.

As an additional study, the researchers suggest that further research on the relationship between acceptability and performance will be conducted in the presence of moderators such as operational environment and mediators such as business characteristics.

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APPENDIX 1

QUESTIONNAIRE

PART A: DEMOGRAPHIC DATA

1. Gender of the respondent: Male Female

2. Profession of organizational practice

Operations Management Marketing Human Resource Accounting and Finance

3. Position held in the organization

Chief Executive Officer The partner Director General Manager

4. How many years have you worked/operated in consultancy firm?

Less than 1 year 1-5 years

6-10 years over 10 years

PART B: ABSORPTIVE CAPABILITY

ITEMS	1	2	3	4	5
Acquisition					
Our unit has frequent contact with corporate headquarters to gain new insights.					
People from our unit regularly visit other offices.					
We collect industry information informally					
Other departments of our company are rarely visited.					
Our unit regularly organizes special meetings with customers or third parties to acquire new knowledge.					
Employees regularly contact third parties such as auditors, consultants or accountants.					
Assimilation					
We are slow to recognize shifts in our market					
New opportunities to serve our clients are quickly understood.					
We quickly analyze and interpret changing market demands.					
Transformation					
Our division regularly considers the consequences of changing market requirements in relation to new products and services.					
Knowledge is captured from newly acquired employees and stored for later reference.					
Our unit quickly recognizes the benefit of new knowledge outside of existing knowledge.					
Employees hardly share practical experience. We are tediously using opportunities for our unit from new external findings.					
Our unit meets regularly to analyze the impact of market trends and the development of new products.					
Exploitation					
There is a clear understanding of how activities should be conducted within our unit.					
Customer complaints fall on deaf ears in our unit.					
Our unit has a clear division of roles and responsibilities.					
We are constantly thinking about how best to use knowledge can.					
Our department is struggling to implement new products and services. Employees share a common language regarding our products and services					

NAIROBI CITY COUNTY CONSULTANCY FIRMS

(Yellowpageskenya.com)

1. Adept Systems
2. Africa Management Communications International Ltd
3. African Association for Public Administration & Management (AAPAM)
4. African Management Services Co (AMSCO)
5. Alliance Management Consultants Limited
6. Alpha Risk Management Ltd
7. Amattan Management Services Ltd
8. Ampen Management Consultants Ltd
9. Apex Management Systems - Consultants Ltd
10. Arkle Management Consultants Ltd
11. Ashley Management Consultants Ltd
12. Baharini Consultants Ltd
13. Bestmark Management Services
14. Betah Management Consultants Ltd
15. Bollore Transport & Logistics Kenya Ltd
16. Brainstorm Management Consultants Ltd
17. Business Partners Consultants Ltd
18. Central Microfilm Operations (1990) Ltd
19. Clovers Management and Training Consultants Ltd
20. Dafina Consultants Ltd
21. Decisions Management Consultants
22. Eliud & Associates Management Consultants

23. Enterprise Management Institute Ltd
24. Environmental Cost Management (ECM) Centre
25. Esal Management Consultants Ltd

26. Excel Training, Research & Management Consultants
27. Fortune Management Consultants
28. Frank Management Consult Ltd
29. Frontier Investment Management Africa Ltd
30. Harpers Management (2011) Ltd
31. Hass Consult Ltd
32. Insight Management Consultants Ltd
33. Inspiration Management Consultants
34. Integrity Management Advisory Centre
35. Interface Management Ltd
36. International Management Consultants
37. Jesam Management Consultancy
38. Kaniu & Prieske Project Management
39. Kenya Management & Training Consultants
40. Landmark Realtors Ltd
41. Learnex & Longsight Management Services Ltd
42. Liaison Development Consultants
43. Macdavidson Consulting Group Ltd
44. Management Audit Consulting Ltd
45. Masuro Environmental Management Co. Ltd
46. Membo Medical Scheme Consultants Ltd
47. Mentor Management Limited (MML)
48. Millenium Management Consultants
49. Mnarani Management Consultants Ltd
50. Mohechvi Management & Enterprises
51. Mucmar Management Concepts Ltd
52. Mukmik Consultants
53. Optima Training Management Consulting Ltd
54. Paradigm Management Consultants
55. Performance Management Institute

56. Peri-urban Property Consultants
57. Pinnacle Properties Consultants Ltd
58. Prestige Management Solutions
59. Promin Consultants Ltd
60. Qalib Management Agency
61. Reach Out Management Systems Consultants
62. Reflections Consultants Ltd
63. Retail Management Solutions Ltd
64. Rock Asset Management
65. Select Management Services Ltd
66. Seven Generations Management
67. SGS (K) Ltd
68. Sheer Logic Management Consultants Ltd
69. Sholtan Business Consultants Ltd
70. Superior Concepts Management Consultants
71. Sweet Homes Management Ltd
72. Sweetland Consultants Ltd
73. Swot Management Consultants
74. Taabco Research & Development Consultants Ltd
75. Tally Solutions Kenya Limited
76. Team Management Services
77. Tops Management Ltd
78. United Technologies International Operations
79. Upward Bound
80. Urban Properties Consultants & Developers Ltd
81. Velocity Project Management
82. Westwood Management (E.A) Ltd
83. WMG Management Consultants Ltd
84. Zidaka Interiors

Accounting and finance

1. Acacia Consultants Ltd
2. Acropolis Consultants
3. Actuarial & Benefit Consultants Ltd
4. Afri Salon Consultants Ltd
5. Agricom Consultants Ltd
6. Alios Finance
7. Ark Consultants Ltd
8. Bicomm Consultants
9. Citibank N. A.
10. Cog Consultants Ltd
11. Cost Eye Consultants
12. Data Associate Consultants
13. Delloite and touché
14. Eridy Consultants (EA) Ltd
15. Eunipa Consultancy Ltd
16. Express Accounting Services Ltd
17. Finsolution Consultancy Ltd
18. Franklin Management Consultants Ltd
19. Gearr Consultants Ltd
20. Githongo & Company
21. GMK Consultants Ltd
22. Horwath Erastus & Co
23. Indo Africa Finance
24. Jowan Associates, Accountants, Financial & Management Consultants
25. Kaizora Consultants
26. Keja-link Consultants
27. Kenlogic Bismange Consultants Ltd
28. Legit Business Consultants
29. Meltam & Co. Ltd
30. Meptax Consultants

31. Mungai Wainaina & Co.
32. Nzioki Tax Consultants Ltd, The
33. Oasis Kenya Consultants
34. Orgut (K) Consultants
35. Overdrive Consultants Ltd - Nairobi
36. Overtime Management & Tax Services Ltd
37. P K Mwangi Global Consulting
38. Paradigm Management Consultants
39. Petgra Consultants Ltd
40. PKF
41. Price Waterhouse coopers
42. Quick Accounting
43. Sage Pastel Accounting
44. Sound Accounting Consultants
45. Technical Management Solutions
46. Trident Risk Management Consultants Ltd
47. Wescotts Consult

Marketing Consultants

1. Excel Marketing & Training Consultants Ltd
2. Falga Marketing Consultants
3. 2020 Marketing
4. Action Marketing Plus Ltd
5. Advance Public Relations & Marketing
6. Advertising & Marketing Point
7. All about Marketing
8. Almasi Marketing Solutions Ltd
9. Amanda Marketing Kenya
10. Apex Marketing
11. Aranibar Marketing Ltd
12. Aspire Marketing Ltd
13. Bixo Marketing

14. Centre Stage Marketing
15. Compliance Marketing Ltd
16. Dash Marketing Services Ltd
17. Direct Marketing Ltd
18. Direct Sales & Marketing
19. Dove Marketing Ventures Ltd
20. Electrics & Carbon Products Marketing
21. Esjoe Marketing & General Services
22. EWCA Marketing (K) Ltd
23. Excel Marketing & Training Consultants Ltd
24. Exclamation Marketing Ltd
25. Eyeballs Marketing
26. Falga Marketing Consultants
27. Frontier Marketing
28. Gap Marketing Ltd
29. Global Marketing Enterprises
30. Golden Marketing Associates Ltd
31. Grey Marketing
32. Hallmark Advertising and Marketing Ltd
33. Horizons Marketing Ventures Ltd
34. Icon Sports Marketing Ltd
35. Ideal Marketing Solutions
36. Ignition Marketing Services
37. Impact Marketing (K) Ltd
38. Infinite Quest Marketing Ltd
39. International Marketing Theatre
40. Lunar Marketing Designs
41. Marketing Africa Ltd
42. Marketing Masters
43. Marketing Society of Kenya
44. Marketing Strategies & Solutions

45. Matuga Marketing Agencies
46. Micenplus Events Marketing
47. Mobile Marketing Kenya
48. Nationwide Marketing Services
49. Navictowa Marketing Enterprises
50. Neatwork Marketing Systems
51. Neo Marketing Ltd
52. Permaton Marketing Services
53. Places & Faces Marketing Division
54. Pride Year Marketing Ltd
55. Professional Marketing Services Ltd
56. Protea Marketing Services
57. Real Useful Travel & Marketing
58. Renegade Marketing
59. Salmas Business & Marketing Consulting
60. Sapphire Trading & Marketing Ltd
61. Sensory Experiences Marketing Ltd
62. Sokerwa Marketing Ltd
63. Spread Marketing Consultants
64. Square Gold P.R
65. Square Gold PR & Marketing
66. Strut Marketing
67. Sullivan Marketing
68. Swivel Marketing Ltd
69. The Experimental Marketing Office
70. The Source Marketing Ltd
71. Think Tank Marketing
72. Timestar Marketing Option
73. Todwil Marketing
74. Topline Marketing Ltd
75. Toria Marketing

76. Universal Marketing Insurance Agencies
77. Wildfire Influencer Marketing
78. Woof Advertising & Marketing Ltd
79. Outsource Marketing Kenya

Human resources management

1. Anderson Human Capital
2. Arid Lands Resource Management Project - Nairobi
3. Armada Human Capital
4. Empowerment Resource Technologies
5. Familia Human Trust K
6. Fast-Track Management Consultants Ltd
7. Human Asset Consultants Ltd
8. Human Capital Synergies (HCS) Africa Ltd
9. Human Resource Skills Centre
10. Human Talent Recruit
11. Huqas (Human Quality Assessment Services)
12. Insight Management Consultants Ltd
13. Peak Business Center, Kenyatta St
14. Peoplelink Consultants Ltd
15. Studio 22 Agencies Ltd
16. Venavic Human Resource Consultants
17. Virtual Human Resources Services Ltd