

# THE 8<sup>TH</sup> AFRICAN INTERNATIONAL BUSINESS AND MANAGEMENT (AIBUMA 2017) CONFERENCE



**July 20th,  
2017**

*Venue:*

**The University of Nairobi  
Tower Main Campus,  
Nairobi, Kenya**

***Theme: "Business in the 21<sup>st</sup> Century;  
Managing in Uncertainty"***



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## Dean Welcome Message



**Dr. James M. Njihia**  
**Dean School of Business**

I am indeed delighted as I welcome our distinguished guests, key note speakers and each delegate attending the 8th AIBUMA 2017 Annual Conference in the School of Business, University of Nairobi. The School of Business, University of Nairobi produced its first batch of graduates in the Bachelor of Commerce degree in 1967. The school offers the following programmes:- Bachelor of Commerce (B.Com); Master of Business Administration (MBA); Master of Science in Finance (MSc. Finance); Master of Science in Marketing Master of Science in Entrepreneurship and Innovations Management (MSc. Marketing); Master of Science in Human Resource Management (MSc. HR); and Doctor of Philosophy in Business Administration (PhD).

The broad aim of the AIBUMA 2017 annual conference is to provide an International platform for academia, business, professional, government officials and the public from all over the world to exchange ideas on how to manage uncertainties in business and management. This is an annual event that began in 2010 and seeks to showcase academic research as well as provide a forum to business leaders and practitioners to share their experiences with a view of bridging the gap between the industry and academia. The AIBUMA 2017 theme is timely since managing business amid uncertainties in the 21st century will be discussed at length.

On this day, academia and industry will share their experiences on business uncertainties in this century. The symbiotic relationship between business and academia is the way to go. We value it and look forward to a mutual benefit among the players. I wish you fruitful deliberation during this one day conference at the University of Nairobi. Special welcome to our guests from Kenya and abroad. Welcome! Karibuni.

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## Conference Chair's Welcome Remarks



Dr X.N. Iraki

Chair AIBUMA 2016 Annual conference

In the past, most events were predictable. Whether it's your daily routine, seasons or our own lifespan, we knew what to do at each age; from birth to death. That made the life of leaders and managers, including parents very easy.

Today, nothing seems certain. Who thought Donald Trump or Emmanuel Macron would be presidents today. Who predicted Brexit? We cannot tell who will win elections Kenya despite campaigning for 5 years. We can't tell which technology will come after Mpesa or Facebook and which businesses will be creatively destroyed. Even the weather has become more uncertain too; we cannot tell when it will rain or snow (Like in Nyahururu).

In the work place, uncertainty follows from our homes. There is even uncertainty on what is work. The external forces conspire to make the of managers harder. The work force is more diverse, more educated and more independent, willing to shift jobs and throw firms into uncertainty. The Old rules no longer apply.

Even simple things like being born, grow up, marry, bring up kids, age gracefully and leave this planet are no longer certain. We are not sure of marriage with acronyms like LGBTQ. The laws are changing to confront uncertainty with single sex marriages now legal in a number of countries, but like virus uncertainty keeps mutating.

In the 8th AIBUMA conference, academics, and business community will spend a day sharing their experience on how best to manage this uncertainty. They are not alone; in the early part of the last century, great minds like Albert Einstein and Werner Heisenberg were confronting uncertainty in of all places physics. With others, they spawned Quantum physics which is now making way to quantum computing. Finally, we must add that uncertainty is not an enemy of business or economic growth. Uncertainty is the step-mother of innovation.

Welcome to 8th AIBUMA conference. Join us as we try to create certainty out of uncertainty.

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## *8th AIBUMA Conference Committee Members*

1. Dean, School of Business: Dr. James M. Njihia
2. Conference Chair: X.N. Iraki, Department of Management Science
3. Editor-in-Chief: Dr. James M. Njihia, Dean, School of Business

## *Members*

1. Dr. Mary Kinoti: Associate Dean - GBS, School of Business
2. C.N Kariuki: Associate Dean - GBS, School of Business
3. Dr. Kate Litondo: Chair, Department of Management Science
4. Prof. Justus Munyoki: Chairman, Department of Business Administration
5. Dr. Mirie Mwangi: Chairman, Department of Finance and Accounting
6. Prof. Gituro Wainaina: Department of Management Science
7. Dr. Winie Njeru: Department of Business Administration
8. Ms. Nancy Marika: Department of Business Administration
9. Ms. Medina Khalako: Department of Business Administration
10. Mr. Victor Ndambuki: Department of Business Administration
11. Ronald Chogii: Department of Finance and Accounting
12. Dan Chirchir: Department of Finance and Accounting
13. Daniel Odhiambo: Registrar, School of Business
14. Tom Ayora: Deputy Chief Security, Lower Kabete Campus
15. Philip Mukola: Administrator, School of Business
16. Francis Kivindu: Administrator, School of Business
17. Isaac Wasonga: ICT, School of Business
18. Nacio Chepchirchir: Conference Administrator

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## AIBUMA 2017 CONFERENCE PROGRAM

**VENUE:** University of Nairobi Towers, Main Campus

**PLENARY: OPENING REMARKS VENUE: LECTURE THEATRE 301**

MC: Dr. Mary Kinoti/ Dr. Jackson Maalu/ Dr. X.N. Iraki

TIME	EVENT	RESPONSIBLE PERSONS
8.00-9.00 am	Registration	Secretariat and Students Volunteers
9.00-9.05am	Welcoming remarks & program	X.N. Iraki , Conference Chair
9.05-9.15am	School of Business Welcome	Dr. James Njihia, Dean, SoB
9.15-9.25am	Opening Remarks	Prof. Enos Njeru, Principal , CHSS
9.25-9.35 am	Opening Remarks	Prof. Henry Mutoro, DVC, Academic Affairs
9.35-9.45am	Official opening	Prof. Peter Mbithi, Vice Chancellor, UoN
9.45-9.55 am	Entertainment	Aroma and Catholic Choir
9.55-10.10 am	Guest 1	Ms. Dorcas Wainaina, CEO, IHRM
10.10-10.30 am	Guest 2	Dr. Kamau Gachigi, CEO, GEARBOX
10.30-11.00 am	Health Break	
11.00-11.20 am	Guest 3	Chris Kirubi, CEO, HACO Industries
11.20 -11.40 pm	Guest 4	Nik Nesbitt,CEO,IBM
11.40-12.00pm	Guest 5	Mureithi Ndegwa, CEO, KIM
12.00-12.20pm	Guest 6	Kevin P. Donovan, University of Michigan
12.20-1.00 pm	plenary	Dr. Mary Kinoti, Associate Dean, GBS- SoB
1.00-2.00 pm	LUNCH	All

### PAPER & PANEL PRESENTATIONS

**STREAM 1: Operations, Analytics & Innovations**

**Venue: Lecture Theatre 901**

**Chair: Prof Gituro Wainaina**

**Rapporteur: Ms Nancy Marika**

Time	Presenters	Topic
2.00-2.25 pm	Davis Kithome Ndambo	Data Analytics & Strategic Advantage: Are Public& Private Universities in Kenya tapping into the innovative potential of their data?
2.55-2.50 pm	Oscar Meywa Otele	Utilization of Local Labour in Chinese Funded Projects? The Case of China Road and Bridge Corporation in Kenya's Transport Infrastructure
2.50-3.15 pm	Shem Sikombe And Shadreck Mwansa	Assessing the effect of supplier development initiatives on supplier performance: a case of small scale contractors on the Copper Belt province, Zambia

Time	Presenters	Topic
3.15-3.40 pm	Ogubi, H.B1, Okumu, C. M.2 and Sibeyo, D.3	A sustainable framework for the laptop project for class one students in primary schools in Kenya
3.40-4.00 pm	Eric Odok & Naomi W. Mutunga	Organisational factors influencing adoption of lean logistics in Nairobi Bottlers Limited, Kenya
4.00-4.20 pm	James Yabs	Innovations in Agribusiness Processing and Marketing in the North Rift in Kenya

**STREAM II: International Business & Strategy**

**Venue: Lecture Theatre 902**

**Chair: Dr. Machuki Vincent**

**Rapporteur: Mr. Victor Ndambuki**

Time	Presenters	Topic
2.00-2.25 pm	Oscar Meywa Otele	When Kenyan Negotiators Met China's Exim Bank
2.55-2.50 pm	Daniel Gatungu	Evolution of strategic management: a conceptual analysis
2.50-3.15 pm	Daniel Gatungu	Implementing Donor Funded Health Projects in Turbulent Environments characterized by Disruptive Industrial Activities in Kenya: Limitations of Ansoff's Strategic Success Paradigm.
3.15-3.40 pm	Stella Moraa Omari, PhD	Managing Change in the Public Service: An overview of the implementation of the new examination Management rules and regulations in Kenya
3.40-4.00 pm	Daniel Gatungu	Relevance of corporate sector management experience in public sector management: a case of pioneer governors in Kenya and implications for upper echelons theory.
4.00-4.20 pm	Eunice Achenda Peter & Prof. Zack Awino2	Strategic Leadership, Strategic Planning, Organisational Competencies and Competitive Strategy Implementation: A Conceptual Perspective

**STREAM III: Accounting & Finance****Venue: Lecture Theatre 301****Chair: Dr. Cyrus Iraya****Rapporteur: Dan Chirchir**

Time	Presenters	Topic
2.00-2.20 pm	Elkana Kimeli Dr. Kennedy Okiro	IFRS adoption and accounting quality
2.20-3.00 pm	Ms. Everlyne Ayako Omurayi, &Dr. Wafula Charles Misiko	Influence of Cash Transfer Program on Older Persons Households' Livelihood: A Case of Kipipiri sub-county, Kenya.
3.00-3.20 pm	Dr. Dorothy Ndunge kyalo Dr. Angeline Sabina Mulwa Laurence Nduva Munyaka	Digital Inclusion in University Education: Empowerment of Beneficiaries in Tapping Global Knowledge through Donor Funded Projects in Kenya

**Stream IV: Marketing and Branding****Venue: Lecture Theatre 302****Chair: Dr. Winnie Njeru****Rapporteur: Dr. Owino Joseph**

Time	Presenters	Topic
2.00-2.20 pm	Veronica Kwoba Nasimiyu	The impact of an organization's social media presence on brand value
2.20-3.00 pm	Nyairo Christine Nyanduko , Munyoki Justus M, PhD	The effect of social media use on building brand equity among three star hotels in Nairobi County, Kenya
3.00-3.20 pm	Peter S. Njoroge & XN Iraki	Service quality and customer satisfaction at the Jomo Kenyatta International Airport, Nairobi
3.20-4.00 pm	Victor Ndambuki1	The state of key account management orientation in commercial banks in Kenya
4.00-4.20 pm	Dr. John Yabs	Strategies of Applying Technology in Agribusiness in Eldoret Towns and Its Environs in Kenya



Stream V: Education & Others

Venue: Lecture Theatre 201

Chair: Prof. B. Ndemo

Rapporteur: Medina Khalako

Time	Presenters	Topic
2.00-2.20 pm	Joyce Ngugi, Stephen Kimotho and Sylvia Muturi	Social Media use by the Deaf in the Business Industry in Nairobi, Kenya
2.20-3.00 pm	Ogubi, H.B1, Okumu, C. M.2 and Sibeyo, D.3	Information Communication Technology Experts Related Factors that Influence Job Satisfaction Levels in Public Sector in Busia County, Kenya
3.00-3.20 pm	XN Iraki	Uncertainty in the 21st Century : Is it the new normal
3.20-4.00 pm	Ruth Nthenya Wambua,	Business and Technology
4.00-4.20pm	Dr. Lydiah Wambugu, Julius Wanyoike and Naomi Njoroge	An overview of Mixed Method Research

#### PANEL DISCUSSIONS

Time	Venue	Title	Presenters
2.00-3.30 pm	Lecture Theatre 101	Uncertainty in the Private Sector	Mr. Kipng'etich (CEO, Uchumi) Dr. Catherine Ngahu (UoN), Mr. Mulwa (UoN)
2.00-3.30 pm	Lecture Theatre 102	Uncertainty in the global Arena	Dr. Ogolla K (UoN),

4.20-5.00 pm: CLOSING CEREMONY

Venue: Lecture Theatre 301

Time	
Dr. James Njihia	Dean, SoB
Prof. Peter K'Obonyo	Deputy Principal, Lower Kabete Campus, CHSS
Prof. Enos Njeru	Principal , CHSS
Prof. Henry Mutoro	DVC, Academic Affairs
Prof. Henry Mutoro	DVC, Academic Affairs

Vote of Thanks: Dr. XN Iraki, Conference Chair

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## ABSTRACTS

### *The effect of social media use on building brand equity among three star hotels in Nairobi County, Kenya*

**Nyairo Christine Nyanduko , Msc (Marketing)**

**Munyoki Justus M, PhD**

#### **Abstract**

*There is no doubt that social media has taken the world by storm. While posing a threat to traditional marketing methods, it has also introduced a world of endless opportunities for brands. This study sought to investigate the effect of social media use on building brand equity with reference to three star hotels in Nairobi. To achieve this, primary data was collected using semi-structured questionnaires which were administered online through social media sites and email. Data was analysed using descriptive statistics. The study found that all participants had sufficient and regular experience with social media sites and were asked to discuss their experience in using social media to build the brand equity of their respective hotels. The findings demonstrated that the use of social media to build brand equity is in fact beneficial to the three star hotels in Nairobi County. According to the respondents, it increases brand awareness, improves brand image and brand loyalty, pointing to brand salience, fostering judgments and feelings and brand resonance respectively as per the brand resonance pyramid. Nonetheless, the use of social media may also affect all these aspects of a brand negatively leading to negative brand equity. This research only focused on the views of the marketing management and their equivalent. The researchers recommend a similar study to be conducted particularly with a view on the consumers of hotel services in Kenya.*

**Key Words: Social Media, brand equity, three star hotels**

### Factors Influencing Survival of Fish Based Small and Medium Sized Enterprises in Nyatike Subcounty, Migori County, Kenya

**Sibeyo, David Benson a**

**Omillo, Francis (PhD) b**

**Ogubi, Barasa Hudson c**

a) Management University of Africa, (davesibeyo@gmail.com, +254 726 776 893)

b) Lecturer, Masinde Muliro University of Science and Technology.(francisomillo@gmail.com)

c) Hudson Barasa Ogubi, (ogubiimboqo@gmail.com)

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## **Abstract**

*This study sought to examine factors influencing survival of fish based small and medium sized enterprises in Nyatike, Kenya. The study objectives included: influence of capital access, management skills and experience, marketing strategies and entrepreneurial training on survival of fish-based SMEs. Scholars have argued that a dynamic and growing small and medium enterprise sector can contribute to the achievement of a wide range of development objectives, including: the attainment of income distribution and poverty alleviation, creation of employment, provision of the seedbed of industrialization, savings mobilization and production of goods and services that meet the basic needs of the market. The problem is that studies show that the birth of new SMEs is almost directly proportional with the death of many others exiting the industry. This study used an ex post facto survey design. The target population comprised 1350 fish based SMEs, sampled to 320 using Krejcie and Morgan Table (1970). Random sampling -fish bowl method was used to administer semi- structured questionnaires alongside key informant interviews. The questionnaire was tested for validity using Cronbach (0.93). The data was analyzed using SPSS' descriptive statistics (frequencies and percentages) and inferential statistics (Chi-Square tests) and was mainly presented using tables. The findings of the study revealed that fish based SMEs in Nyatike are faced by serious survival challenges especially key entrepreneurial elements that are necessary for enterprise profitability, survival and eventual growth. The main factors that influence these fish-based SME survival are access to capital requirements with Chi-Square value of 72.912, entrepreneurial training 36.270, Marketing strategies 69.168 and finally Management experience 54.114 respectively. The study recommended formulation of a policy framework for critical business development services to aid the ailing SME sector. Further research on the Great Lakes region's experience with these factors is also suggested.*

**Key Words: Entrepreneurship, SMEs, Survival, Capital, Training, Marketing, Management**

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## *Data Analytics & Strategic Advantage: Are Public & Private Universities in Kenya tapping into the innovative potential of their data?*

Davis Kithome Ndambo – PhD Student (University of Nairobi – School of Business).

### **Abstract**

*If you torture data long enough, it will confess. We live in a data – driven world. Multinational corporations, investment firms and even small scale businesses make decisions based on the data they collect with the aim of making profits. Universities also need to generate income in order to run their daily operations. Universities collect and store substantial volumes of data seasonally through student registration, transfers and new staff inductions; daily through student fee payments, posting of exams results online and even student class attendance. This data is used to produce students' grades, analyse staff performance levels and procure necessary facilities that are vital to the institutions' daily operations. But what if the data collected could be used for more than reporting purposes? What if this data could be manipulated to provide predictive information as well? This research paper delves into the deep waters of data analytics and how it can prove an invaluable tool in harnessing data collected by Universities in Kenya which could possibly result in more revenue generation.*

**Keywords:** *Data, Data Analytics, Strategic Advantage, Universities, Kenya.*

## *Digital Inclusion in University Education: Empowerment of Beneficiaries in Tapping Global Knowledge through Donor Funded Projects in Kenya*

Dorothy Kyalo, Angeline Mulwa, & Lawrence Munyaka

### **Abstract**

*This article presents results of a study whose purpose was to establish the implementation of digital inclusion projects and the accrued benefits by the beneficiaries. The main focus was on Kenya Education Network (KENET) that was rolled out by the government as a remedy for improvement of education sector. Data were collected by use of a questionnaire to 150 students and 75 staff purposively selected from ICT departments of 15 Universities. Information from the questionnaires was triangulated with key informants interview and observation schedules. Data analysis employed*

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*descriptive statistics and qualitatively through narratives. Results revealed that the KENET projects have been of great help to the beneficiaries through online collaboration among researchers, enhanced online teaching and learning and efficiency in administration in the connected universities. Approximately 500,000 students, 50,000 staff and 10,000 researchers have benefited from KENET projects initiatives. This is evident by responses from a number of significant numbers of students (71.4%) who stated that they are satisfied with using the application to complete tasks while (14.3%) expressed dissatisfaction with using the application to complete tasks. It was recommended there is need to improve on the internet strength to accommodate the large number of students; raising band width to boost speed and prioritize research sites; allow access to educative Yu tube channels and the universities should increase WIFI hotspots in the institutions.*

## **IFRS Adoption and Accounting Quality**

**Elkana Kimeli**

**Dr.Kennedy Okiro**

### **Abstract**

*Convergence of accounting due to economic integration and cross border capital movement after the World War II resulted to uniformity of accounting standards. The initial efforts centered on harmonization in order to reduce the differences in accounting principles. The study sought to review studies on IFRS adoption and the quality of accounting. It was observed that many countries have adopted IFRS. Further, while the adoption of IFRS was expected to bring about improvements in quality of accounting information it was not automatic, since the quality outcome is influenced by firm specific variables; political and economic differences between nations. Studies mostly done in developed countries mostly found that adoption of IFRS resulted to improved accounting quality, while in developing countries no improvements in accounting quality were observed. This variation can be due to the legal, political and economic differences between nations. The IASB should therefore put in place measures to help countries with weak legal enforcement in order for such countries to benefit from the benefits of IFRS adoption.*

**Key words: IFRS, Accounting Quality, Convergence, Enforcement, Adoption**

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## *Strategic Leadership, Strategic Planning, Organisational Competencies and Competitive Advantage: A Conceptual Perspective*

Eunice Achenda Peter<sup>1</sup>, Prof. Zack Awino<sup>2</sup>

1. *Phd Student, University of Nairobi, School of Business*
2. *Professor, University of Nairobi, School of Business*

### **Abstract**

*The paper discusses the relationship between strategic leadership, strategic planning, organisational competencies and competitive advantage from a conceptual perspective. Strategic leadership is the ability to influence others to make choices that bring about strategic change that affect the vision and direction of an organisation. Strategic planning is coming up with plans which set strategic objectives and goals that drive an organization to a particular strategic direction. Organisational competencies are a combination of required skills, corporate information and the right corporate culture that the company requires to achieve its strategic goal and maintain organizational effectiveness. Competitive advantage is what sets the business apart and provides an edge over its rivals in the same industry. The paper analyses empirical review of the variables to establish conceptual and methodological gaps identified from previous studies. The paper critiques and discusses the common understanding of various authors on the theories anchoring the variables: theory of the firm, dynamics capabilities, resource based view, Upper Echelon theory, McKinsey 7S framework and contingency theory. The paper adopts a conceptual model that represents the dependent variable as a result of independent and moderating variables. The paper indicates the contribution, position, conclusion of study, and recommends areas of further study.*

**Key words:** *Strategic Leadership, Strategic Planning, Organisational Competencies and Competitive Advantage*

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## *A Sustainable Framework for the Laptop Project for Class One Students in Primary Schools In Kenya*

**Ogubi, H.B**

**Okumu, C. M.**

**Sibeyo, D.**

### **Abstract**

*The government of Kenya priority to spend over 24 Billion in equipping class one students in primary school with laptops had been supported and condemned in same measure by the public but the most common concern by most expert in the field has been the sustainability of the project. This research was concerned with investigating the factors that affect adoption of computers among class one students in primary school in Kenya. Through the use of Technology Acceptance Models (TAM) and Diffusion of Innovation as lenses, the study was able to a draw conceptual framework (Perceived Ease of Use, Perceived Usefulness, Attitude, Age, Computer Skills, Training, Environment, Behavioral Intention and Actual Usage) that could help the government of Kenya sustain the project. Experimental results were used to justify the efficacy of the framework - 94 questionnaires were administered to two schools in 47 counties. The development of the data collection instrument was guided by prior studies in order to ensure validity tests are consistent. The findings were entered into a MS excel and then imported into an SPSS. To validate the consistency in the findings, each variable was investigated with Cronbach's alpha. Correlations among variables were also calculated to test the hypothesis. The results of the eight hypotheses proved that Perceived Ease of Use and Perceived Usefulness greatly determine Attitude and Behavioral Intention whereas computer skills and training also greatly influence attitude.*

**Keywords: Innovation, Diffusion, Information Communication Technology, Adoption**

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## *Information Communication Technology Experts Related Factors that Influence Job Satisfaction Levels in Public Sector in Busia County, Kenya*

**Ogubi, H.B1, Okumu, C. M.2 and Sibeyo, D.3**

**1Department of Finance and ICT, ICT Section, County Government of Busia**

**2Department of Information Technology and Computer Science, JKUAT University**

**3Office of the Governor, Public Administration Section, County Government of Busia**

### **Abstract**

*Job satisfaction has been linked to various ICT expert characteristics including commitment, turnover, efficiency and productivity. Job satisfaction levels among ICT experts has been low due to many factors. The purpose of this study was to investigate ICT expert related factors that influence job satisfaction levels in public sector in the county government of Busia - Kenya. The study used a descriptive research design. The study was undertaken in 10 departments of Busia County using a sample of 30 ICT experts which was selected using stratified random sampling technique. Data were collected using questionnaires. Data were analyzed using inferential statistics. Hypotheses were tested at alpha level of 0.05. Results of the hypotheses indicated that there was no significant relationship between job satisfaction of ICT experts in public service and the demographic variables of gender, age, academic qualification and professional grade. Significant relationship was found between job satisfaction levels and variables of age and ICT expert experience. Multiple regression analysis revealed that age and ICT expert experience were the best predictors of ICT expert's job satisfaction.*

## *Innovations in Agribusiness Processing and Marketing in the North Rift in Kenya*

**James Yabs, Lecturer, School of Business and Management Science, University of Eldoret**

### **Abstract**

*Innovations in Agribusiness processing is taking root in the North Rift counties in North Western Kenya. This region is very rich in agricultural production of grain, fruits and animal husbandry. Farmers are becoming innovative in applying technology and scientific analysis to improve their farming activities. New technologies have been applied in the farms during planting, harvesting, storage and milling of cereals. This study was conducted between 2012 and 2017 with two objectives in mind: one was to determine which agricultural products have been produced by way of modern technology and two, to find out how farmers innovate new approaches in production, processing and distributing of agricultural produce. The research methodology adopted was a survey and data was conducted by way of an interview guide. The results of the study indicated that almost in all the sectors of agricultural production have applied modern technology from*



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*production, processing and distribution for consumption. Most of the farmers are more educated and are adopting technology easily. Most of them are using social media in sourcing for better inputs, seeds and even better markets. In conclusion, it became clear that application of technology in agribusinesses greatly improves yields and increases efficiencies in production and distribution*

**Key words:** *agribusiness, innovations, GMOs, technology adoption, robotics, social media.*

**Strategies of Applying Technology in Agribusiness in Eldoret Towns and Its Environs in Kenya**  
**Dr. John Yabs, Senior Lecturer, School of Business, University of Nairobi.**

## **Abstract**

*Application of technology in agribusiness in Eldoret Town and its environs in Kenya has improved agricultural production and has brought about successes to firms and farms. 21st century technology is very efficient and has brought about innovations and have disrupted old economic models and replaced them with new strategies and methods of processing agricultural produce. The use of fertilisers, chemicals, GMO seeds, green houses, robotics all of which have increased efficiencies in the entire value chain from farm to fork. This study was conducted from 2014 to 2017 in Eldoret Town and its environs and had two objectives. One was to determine which sectors within agricultural produce have applied much of technology and what has been the effect. Two, was to find out which institutions have collaborated in building up strategic synergies that have led to the adoption of technology in agribusinesses. The methodology adopted was a survey and an interview guide was used to collect data from national and county government officials and from 150 agribusinesses. Results of the study indicated that most stakeholders in agribusiness both firms and farms were aware of the effects of technology in increasing efficiencies in maize, wheat, fruits, vegetables, and in animal husbandry. The institutions that have collaborated were the central and county governments, universities, technical institutions, and firms and farms. The triple helix cooperation was found to have taken root in Eldoret Town and its environs.*

**Key words:** *agribusiness, innovations, GMOs, green houses, robotics, strategic synergies, triple helix cooperation.*

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## *Social Media use by the Deaf in the Business Industry in Nairobi, Kenya*

Joyce. W. Ngugi, Candidate, Doctor of Psychology, PsyD, Clinical Psychology  
Dr. Stephen G. Kimotho, Ass. Prof. of Communication, Program Director, Journalism and Mass  
Communication, USIU  
*Silvia N. Muturi, Sign Language Interpreter and Consultant, University of Nairobi, UoN*

### *Abstract*

*For many years modern communication technologies which have been heavily depend on auditory components have greatly perpetuated information gap and marginalization of the Deaf community as they navigate a largely speaking and hearing world. However, the emergence new forms of communication technology, that are Internet based (e.g. social media), has breathed new hope to the prospects of Deaf community by expanding opportunities of interpersonal interaction, efficient exchange of information and opportunities of being engaged fully in both social and business engagement with the rest of the society. In addition, the recent immersion of the Kenyan Deaf community in the use of smartphones and dissemination of instant messaging may yield answers to societal inclusion, while also highlighting Deaf cultural pride proponents of the Deaf business persons' creativity. The proposed study will examine how the Deaf Community is utilizing various forms of social media to engage in productive business ventures in Kenya. Utilizing in-depth interviews, this qualitative case study will describe lived experience of respondents from the Deaf community on the use of social media platforms in business ventures in Nairobi, Kenya. The study shall also explore the challenges that they encounter during such business related interactions and the perceived opportunities. The research hopes to yield important information on how socioeconomic livelihoods of Deaf Kenyans could be improved and how they could be integrated in the mainstream business models through the use of the emerging innovative and creative communication technologies like social media. Specifically, the study hopes to provide important insights on how the convergence of sign language with video technology could be used on emerging communication technologies such as social media to improve quantity and quality of business related communication process, amongst the members of Deaf community and with the rest of the community. In addition, the study hopes to document the unprecedented emergency of new vocabularies originating from Deaf persons' interest in online communication and the subsequent use of such vocabularies during business transactions.*

**Key Words:** *Deaf, social media, business, Kenya*

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## *Organisational factors influencing adoption of lean logistics in Nairobi bottlers limited, Kenya*

Eric Odok  
Naomi W. Mutunga

### **Abstract**

*In spite of the investment in lean logistics by government and private organisations, stupendous wastes and losses continue to be experienced in transport and inventory management. Lean logistics are aimed at enhancing efficiency effectiveness in organisations. Thus, this paper will examine organizational factors influencing adoption of lean logistics in Nairobi Bottlers Limited. The research was delimited on two organizational factors that is organisational culture and top management commitment. The study used descriptive survey design with a target population of 220 and a sample size of 136 deduced using Krejcie and Morgan table. A questionnaire was deemed an appropriate tool to collect primary data, as well document analysis for secondary data. Pilot testing of the instrument was conducted with 14 individuals. It was found that all the organizational factors studied had moderate to weak relationship with the dependent variable. Additionally, there was a statistically significant relationship between organisation culture, leadership and adoption of lean logistics, with p values of 0.208,  $0.030 < 0.05$  and 0.203 and  $0.035 < 0.5$  respectively. The study recommends that top management should actively be engaged and fosters a positive culture that embraces the adoption of lean logistics.*

**Key words:** lean logistics, organisational culture, top management support

**When Kenyan Negotiators Met China's Exim Bank**  
Oscar Meywa Otele  
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*Lecturer, Department of Political Science and Public Administration, University of Nairobi*

## **Abstract**

*Much has been written about China's renewed engagement in Africa in the wake of twenty-first century. Contrary to the prevailing view that portrays African states as passive recipients of Chinese development funds, this paper demonstrates that financial outcomes between Africans and their Chinese counterparts are negotiated. Based on the repayment period and amounts of loan needed to support transport infrastructure projects, and relative to other potential creditors, China's Export-Import (Exim) Bank extended "unfavourable" financial outcome in the case of the Nairobi Southern Bypass Project compared to that of the Standard Gauge Railway Project. The paper argues that the extent to which the Kenyan government obtained "(un)favourable" financial outcome from Exim Bank was consequential to negotiators' perceptions of structural context within which negotiations were conducted.*

**Key words:** *(Un)favourable, Negotiators, Structural context, Exim Bank, Bypass Project, Standard Gauge Railway*

*Utilization of Local Materials in Chinese Funded Projects? The Case of China Road and Bridge Corporation in Kenya's Transport Infrastructure*

*Oscar Meywa Otele*

## **Abstract**

*In the existing literature on China-Africa relations, Chinese transnational corporations have been accused of undermining local manufacturing capacity by importing virtually all materials from China. Whereas this accusation holds in some projects, in others, some evidence demonstrate gradual utilization of local materials in Chinese funded projects. Using the case of China Road and Bridge Corporation (CRBC) in Kenya's transport infrastructure, empirical evidence demonstrates importation of considerable proportion of materials during the construction of the Nairobi Southern Bypass Project. In the case of the construction of Standard Gauge Railway (Phase One), there was concerted effort by Kenyan implementers in ensuring that only non-available materials were imported from China. The extent of utilization of local materials in Chinese funded projects, the paper argues, depends on the extent to which Kenyan implementers are able to exert control towards their Chinese counterparts.*

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## *Business and Technology*

**Ruth Nthenya Wambua, School of Business, University of Nairobi, Kenya**

### **Abstract**

*Business is at the epicenter of any country's economy. Business management is key in fostering growth and development of all the business facets. Moreover, technology drives good business trends. Needless to say is the rate of uncertainty in doing business and in technology. On the other hand, technological advances are on the rise, calling for businesses to continuously be on the lookout for improved technological support systems.*

*This article discusses business and technology in the 21st century, as well as its management amid the varied uncertainties. To start with, global and local economies are changing. Population growth for instance in Kenya is on rise, calling for better business trends for sustenance. Consequently, market and people competition, hence issues of competitive advantage, survival for the fittest just to mention but a few, for a healthy economy. To this end, the article supports business and technology for better management in such a society where the future remains undefined, whereas business has to happen.*

**Keywords: business, technology, competitive advantage, management, survival for the fittest**

*Assessing the effect of supplier development initiatives on supplier performance: A case of small scale contractors on the copperbelt province*

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### **ABSTRACT**

#### **Aim**

*There are a number of supplier development initiatives in place to assist suppliers particularly SMEs in the construction industry to boost their capacity and capabilities so as to be self-sufficient. The study is aimed at establishing the relationship that exists between supplier development initiatives and the supplier performance. The study measured supplier development initiatives as transaction-specific (direct) and infrastructure factors (indirect) while supplier performance outcomes were measured on cost, quality and delivery.*

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## **Design/Methodology/Approach**

*The paper utilised a quantitative cross-sectional survey design. 110 Structured Questionnaires were administered to suppliers by the researchers through emails and in person from a population of 219 registered small-scale contractors with the National Council for Construction (NCC) in the Copperbelt Province. The questionnaires were distributed based on the supplier development and capacity building programmes initiated by the NCC Construction School and other public institutions in the construction sector. From the 110 questionnaires distributed, only 54 (49.09%) were returned and considered responsive.*

## **Results**

*Findings indicate that transaction-specific (direct) supplier development is significantly related to supplier performance. In particular, it was found that technical training, rewards, seminars and information sharing were significantly related to cost. Rewards, seminars and information sharing were also significantly related to quality. Lastly, it was found that only rewards were positively related to delivery. Additionally, the research study found that infrastructure factors (Government Policy, Top Management Support, Effective Communication, Long-term Commitment) of supplier development were also related to supplier performance. Government policies were negatively related to cost. Effective communication and long-term commitment were positively related to quality. Lastly, effective communication and long-term commitment were positively related to delivery.*

## **Originality/Value**

*This paper is the first to extend the supplier development concept on SME contractors into the under researched developing country context in Zambia using Copperbelt Province as a Case.*

## **Managing Change in the Public Service: An overview of the implementation of the new examination Management rules and regulations in Kenya**

**Dr. Stella Moraa Omari, PhD Senior Lecturer – Kisii University, Kenya**

## **Abstract**

*The management of change in a high profile public service has more than its fair share of political influences. The change in the way examinations were done in the country was of a huge magnitude and needed a clear strategy and strong managerial commitment. Change in the conduct of examinations by the council and ministry was drastic and concentrated. The level of leadership and teamwork that was exhibited had not been seen before in any other public sector in the country or if there was it did not grip the public attention like the exam period for 2016. This led to high productivity, quality and*

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value for money, with a strong element of organizational loyalty and ownership of the end product. However, this depended on which side of the divide you stood. Central to any change management strategy are the people. This paper sought to understand how the exercise affected the Human resources who were central to the change strategy and it seeks to inform future high stakes change in the public sector.

**Key Words: Change Management, Public Sector, Leadership, Human Resource Management**

## *The impact of an organization's social media presence on brand value*

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### **Abstract**

*The business environment within which organizations operate have been undergoing change at a very rapid pace. It is clear that for an organization to survive they must be willing to adapt to these changes. One of the key areas where rapid change has been witnessed is how some organizations have embraced the use of social media in communicating about their mission, objectives, products and services to their target market and the public in general. The study sought to establish the nature of the relationship between an organization's social media presence and the impact it has on an organization's brand value. The study also sought to establish the extent of use of social media platforms by organizations.*

*The study found that organizations with a positive and vibrant presence on social media also experienced an improvement in their brand value and customer perception in general. It also discovered that the most organizations tend to use twitter as their most preferred social media communication channel.*

## *The state of key account management orientation in commercial banks in Kenya*

Victor Ndambuki<sup>1</sup>

<sup>1</sup> Lecturer in Marketing, School of Business, University of Nairobi.

### **Abstract**

*This study was meant to determine the state of key account management orientation in commercial banks in Kenya. To achieve this, two objectives were set as follows: 1) to determine the extent of Key Account Management Orientation and: 2) to establish the key account management practices within commercial banks in Kenya. Key account management orientation is operationalized following Tzempelikos & Gounaris (2014). The population of study comprised of all commercial banks in operation in Kenya as at 30th April 2017. According to the Central Bank of Kenya reports, there were 42 banks in operation in Kenya as at this date. The study was a census survey since all 42 banks*

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*formed the respondents in this study. Descriptive statistics were generated and factor analysis conducted. Cronbach's alpha of 0.7% was reported on all measures which means they were all acceptable. The study revealed that successful implementation of KAM requires that the supplier has developed two sets of pillars: 1) an attitudinal shift that embraces customer orientation and 2) a set of actual behaviors in relation to the implementation of the KAM effort. Additionally, commercial banks in Kenya appear to have aligned their KAM practices to theory. The author finally recommends future research directions in key account management in Kenya.*

**Key words: Key Account Management Orientation, Key account management practices, Customer orientation**

## **Uncertainty in the 21st Century: Is it the new normal?**

**XN Iraki, PhD**

*Popularity of fake news and unexpected political outcomes like Brexit or Trumps win espouse the uncertainty confronting our generation. We live in the age of uncertainty from our homes to work places, state houses and places. Uncertainty is the new normal. What is causing this uncertainty? How does it manifest itself? What can managers do about it? This paper confronts this not so new phenomenon and offers some solutions. Luckily, we are not the first to confront uncertainty. Albert Einstein and Werner Heisenberg were there before us in physical sciences which we think are built on certainty. The only difference now is the scale of uncertainty and its seem, the unpreparedness of certainty managing institutions like church, government and families to create certainty and the emotional peace that goes with it.*

## **SERVICE QUALITY AND CUSTOMER SATISFACTION AT THE JOMO KENYATTA INTERNATIONAL AIRPORT, NAIROBI**

Simon Peter Njoroge, Airport Manager, Jomo Kenyatta International Airport

Dr. X.N Iraki . Senior Lecturer, School of Business, University of Nairobi, Kenya

*The overall purpose of this paper is to contribute to the research on customer satisfaction at airports. Existing studies have focussed on airport service experience in America, Europe and Asia. Therefore more insights from traveller's responses at other airport hubs will enhance the development of a conceptual model for airport passenger satisfaction. Specifically it seeks to contribute to the development of the knowledge of service quality expectations at a major airport hub in Africa. Research on the air traveller is predominantly focussed on the airline related services. The study of the impact of service delivery by the airport on overall satisfaction has gained increasing focus in*



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recent years. Customer satisfaction at airports has focussed on benchmarking which allows an evaluation of service efficiency between and among airports. The other focus is airport service quality which provides an understanding of the air traveller's satisfaction using a multiplicity of factors that directly influence the traveller's experience while at the airport. Customer perceptions of service are focused on evaluations of satisfaction that reflect the customers' perceptions of physical environment, interaction and outcome. This exploratory study integrated elements of the 22 item SERVQUAL scale developed by Parasuraman et al., (1988). A quantitative research was conducted and responses from 290 air travellers were used to test five hypotheses. The findings provide a better understanding of the level of satisfaction or dissatisfaction experienced by the departing passenger using the Jomo Kenyatta International airport which is the largest in East and Central Africa and is the primary hub for Kenya Airways, the national carrier. The study will draw conclusions on the level and type of passenger, their service expectations and experiences.

## KEYNOTE SPEAKERS

MRS DORCAS WAINAINA



Mrs. Dorcas Wainaina, Executive Director,  
Institute of Human Resource Management

### Biography

Mrs. Dorcas Wainaina is the third Executive Director of the Institute of Human Resource Management (IHRM) and the first female holder of that office since the inception of the Institute 30 years ago. She is a Certified HR Management Professional (HRMP) with over 15 years' of experience in Continental Africa, Asia and Latin America. She holds an MBA in Business Administration (Human Resource Management option) from Kenyatta University and Bachelor of Education Degree (Linguistics and Literature) from the University of Nairobi (UoN).

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*She also holds a Higher Diploma in Human Resource Management from the College of Human Resource Management (CHRM).*

*She is a Fellow of the American Academy of Project Management (AAPM), serves in the Board of Honorary Advisors for Global Academy of Finance Management (GAFM); she is a Certified Chartered HR Analyst (CHRA) and an excellent trainer.*

*Mrs. Wainaina is also an entrepreneur with a wealth of experience on business turn around strategies. She strongly believes in hard work and excellence a philosophy she endeavours to uphold in every aspect of her life.*

## **Kevin. P. Donovan**

*I am an anthropologist and historian of East Africa focused on the dynamics of regional market and political formation. In order to make sense of the different scales at which economic and political life has been envisioned and pursued, I examine topics such as the temporalities of political federation, the techniques of central banking, and the role of kinship in smuggling.*

*I am in the programs in Anthropology & History and Science, Technology & Society at the University of Michigan. Before doctoral work, I was a Fulbright Scholar and research associate at the Centre for Social Science Research at the University of Cape Town. My research focused on “the adoption of biometric identification by the welfare state in South Africa”. I was also a 2012-2013 Fellow at UC Irvine’s “Institute for Money, Technology & Financial Inclusion” where I focused more particularly on the linkages between financial formalization and cash transfers in South Africa. I have looked more broadly at “the adoption of biometric identification in Africa”, as well as “the rise of mobile registration and monitoring across the continent”. Other work has looked at “the impact of mobile money and open data on personal autonomy in Kenya”.*

*Previously, I was a researcher at infoDev, a unit of the World Bank focused on technology and innovation. I have an MSocSc in Sociology (Development Studies) from the University of Cape Town and a B.S. in Science, Technology & International Affairs from Georgetown University.*

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*Dr. Chris Kirubi (h. c.) is a prominent investor in Kenya and the East Africa Region.*

*He has invested in the Manufacturing, Media, Real Estate, Insurance and Investment Sectors of our economy. He is an alumnus of Insead Institute in France, Handles University in Sweden and Harvard Business School, USA. In acknowledgement of his contributions to the field of entrepreneurship, he was conferred with an Honorary Philosophical Doctorate in Entrepreneurship.*

*Dr. Kirubi is Chairman of Haco Tiger Brands, and is recognised as one of Kenya's first indigenous manufacturers having entered the manufacturing sector in the 70's and for his many years of service formerly as Chairman of the Kenya Association of Manufacturers. Haco Tiger Brands is one of the region's leading FMCG manufacturers and distributors of global name brands like Bic, Jeyes, Palmers etc. Principal to this success, are its international partners Societe Bic France, Jeyes PLC UK and E.T. Browne USA.*

*He is also Chairman of Coca-Cola Nairobi Bottlers, DHL Worldwide Express, Capital Media Group, International House Limited, and Smart Applications International among others. He is Deputy Chairman of Bayer East Africa Limited.*

*Dr. Kirubi is a Director and majority Shareholder in the Centum Investment Group, East Africa's leading Investment Company. As Chairman of the Investment Committee, Dr. Kirubi has led the group through change and growth. Centum has diversified into Real Estate, Agriculture, Education, Financial and Energy Sectors. Centum has in its portfolio companies like General Motors East Africa, Sidian Bank, Nabo Capital, Almasi Bottlers, Aon Insurance Brokers, Amu Power, Athena Properties and the Carlsberg brand. Centum has recently opened the biggest shopping mall in East and Central Africa, Two Rivers Mall, [www.tworivers.co.ke](http://www.tworivers.co.ke).*

*Aside from his personal work, Dr. Kirubi has been involved extensively with several African Governments. He served on the National Economic and Social Council which was responsible for crafting Kenya's current blue print for growth, Vision 2030, under President Kibaki's regime. He was recently appointed on November 2016 by the Government of Mauritius to be the Honorary Consul General for the Consulate of Mauritius in Nairobi Kenya. He also worked with the Government of Ghana as a Board Member of the Investors' Advisory Council and as Ghanaian Honorary Consul General in Kenya (2000 to 2008).*

*He is a passionate Ambassador for the Kenya Country Brand and was recently appointed by H.E. President Uhuru Kenya to serve as Chairperson of Brand Kenya Board.*

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Dr. Kirubi is passionate about making a difference in the lives of disenfranchised groups and is involved in a number of social causes. Currently, he serves on the Harvard Global Advisory Council (Massachusetts, USA) with a view to advising the institution on education matters of Africa. He also serves on the Institutions Africa Advisory Council honing in on specific needs of the continent.

He is a founder Council Member of the AU Foundation which was formally launched in January 2015 to help Africa be responsible for providing an economic platform for her own without relying on Donor funds.

Dr. Kirubi has been featured in several local and international publications, most notably in Forbes Africa Magazine (Tallying Africa's Wealthiest: Forbes Inaugural List of 40 Richest People In Africa), Forbes Africa Blog (20 Most Powerful People in African Business), News African Magazine (100 Most Influential Africans – Business and Finance Category), and in Life Journeys: Scaling Heights, High Achieving Men in Kenya (Footprints Press).

He was awarded 2015 Africa CEO of the Year by the Africa CEO Forum based in Geneva

He is a recipient of the Elder of the *Burning Spear* (Kenya, 1999), *the Honour of the Grand Medal* (Republic of Ghana, December 2015) and the *Insignia of Chevalier of the Legion of Honour* (French Government 2015).



## MURIITHI NDEGWA

### EXECUTIVE DIRECTOR & CEO, KENYA INSTITUTE OF MANAGEMENT

Mr. Muriithi Ndegwa is the Executive Director & CEO of the Kenya Institute of Management (KIM) since January 2017. He is also a member of KIM Council, KIM Board of Fellows and Management University of Africa Board of Trustees.

In his previous 30-year career, Mr. Ndegwa has been a high achiever and a transformative leader. As Managing Director, Kenya Tourism Board (KTB) a post which he held for over 6 years until February 2016, he oversaw the introduction of the domestic tourism function and this segment grew from about 25% to over 50% during his tenure. Among his other major achievements during his tenure, KTB was voted the best Tourism Board in Africa from the year 2012, for five years in a row by the World Travel Awards (WTA) of UK.

Mr. Ndegwa is also credited with turning around East African Cables (EAC (Tz)] ltd from near collapse after about one year of taking charge, as Managing Director in February 2006. In the second year, sales revenues grew by 276%, net profit by 2,660% and earnings per share by 2,660% year on year. During his 2<sup>nd</sup> year at EAC(TZ) Ltd, the company was voted the best medium scale manufacturing company in Tanzania under **the Presidential Manufacturer of the Year Award (PMAYA)** and was awarded the trophy by the former President of Tanzania H.E. Jakaya Kikwete.

Mr Ndegwa has held senior marketing positions in his earlier career years where he established marketing departments from scratch, devised and effectively implemented marketing strategies. Companies that benefited from these creative initiatives were Kenya Post Office Savings Bank (Postbank), Firestone East Africa Ltd and Magadi Soda ltd. Mr. Ndegwa has received several awards as a result of his outstanding, self-less service to the nation. He was awarded the Order of the Golden Warrior (OGW) in 2012 and Head of State Commendation (HSC) in 2015 for outstanding and distinguished service to the nation. He also received a letter of commendation from USA-Department of State due to his work as chair of the Hospitality Sub-committee during the August 2015 Global Entrepreneurship Summit (GES), and first visit by the former President of USA President Obama.

Mr. Ndegwa is currently pursuing his PhD in marketing at the University of Nairobi. He received his M.B.A. in Business Administration from the University of Nairobi in 1994 – 1997 academic year where he was awarded the best marketing student award for academic years 1994/1995/1996. He also holds Bachelor's Degree from Kenyatta University in 1987.

**FOUNDERS**

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