

SME NEWSLETTER



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VISION

To be a world class business membership organization effectively delivering relevant services to SME members

MISSION

- To promote competitive local manufacturing for SMEs in a liberalized market
- To support the development of innovative, sustainable and competitive Small and Medium Enterprise Sector in Kenya and in the region with strong export potential

OBJECTIVES

- **Objective 1:** Offer support to growth oriented enterprises as seed pipeline of future global industries.
- **Objective 2:** Create an entrepreneurial culture focusing on sustainable economic development, wealth and employment creation in Kenya.
- **Objective 3:** Implementation of the Kenya Industrial Transformation Program based on the efficient coordination with public and private sector institutions, through cooperation and partnership both at county and national level.

The significance of the manufacturing sector to this country cannot be understated as it is a key contributor to the growth of the economy.

Vision 2030 seeks the indulgence of industry as the key actor for the development of the country's economy. With this vision, a strong appetite for Public-Private Partnerships has been stirred, as one of the ways in which Kenya can achieve sustainable competitiveness. Industry has been key in the promotion of Public-Private-Partnerships (PPP).

The sector's contribution towards the country's GDP to 15% remains a key focus for the industry. Despite the sector's stagnant contribution of 10% to the GDP in the last 10 years, we have seen the Government's commitment to provide a nurturing business environment and making our exports competitive, especially through its well-articulated Kenya Industrial Transformation Programme (KITP).

The Kenya Industrial Transformation Programme provides a strategic vision to proactively address the challenges facing the sector and maps out immediate points of action that can be leveraged to kick-start our industrialization journey. The key challenges identified by KITP resonate well with the sector binding constraints. The government's intent to grow our manufacturing base is a strategic one that can only be implemented through collaboration and knowledge transfer from industry. Through this programme we are confident that as a country we shall be able to establish long-lasting and successful trade relations with other countries because the quality and quantity of our exports will increasingly attract global markets.

Small and Medium Enterprises (SMEs), in particular, are the backbone of the Kenyan Economy through job and wealth creation. Kenya can grow its SMEs by creating linkages and developing a subcontracting framework to develop small firms. By offering trade finance to young people and women, the government can also encourage these groups to start small enterprises in manufacturing which will in turn create jobs and offer employment.

The Association continues to engage SMEs through capacity building and business development. SMEs are a huge untapped resource for our economy that we would like to see at the frontline of our economic development. Our advocacy for SME inclusion at national level remains a key priority.

In this publication we have detailed our interventions for the SME sector, which we progressively improve towards achieving industry goals with your support.

Thank you for your partnership thus far!



Flora Mutahi,
Chairlady, Kenya Association
of Manufacturers

“By offering trade finance to young people and women, the government can also encourage these groups to start small enterprises in manufacturing which will in turn create jobs and offer employment.”

Foreword *by Chief Executive*

Kenya Association of Manufacturers has the key role of advocating for an enabling environment that supports industrialization in Kenya. In order to elevate the tenor of discourse on industrialization, KAM embarked on a three year Business Development Plan (BDP) that will ensure that we are rightly situated to drive the industrialization vision for Kenya to fruition.

The plan focuses on the increasing role of the Association in engaging the government and contributing toward long-term solutions for our country's overall development. Despite claims that the world is currently in a post-industrial economy, we are finding evidence to the contrary. Huge economies in the world over are re-embracing industries to secure their futures by ensuring self-provision and self-sustenance which are anchored in manufacturing.

Part of our mission as KAM is to support the development of inclusive, innovative, sustainable and competitive Small and Medium Enterprise Sector in Kenya and in the region.

Whereas SME sector continues to create numerous jobs and boosts the country's GDP, the sector faces myriad of challenges that hamper its growth including market access, product development, quality standards and certification, access to technology, product innovation and patenting among others.



Phyllis Wakiaga,
CEO, Kenya Association of
Manufacturers

This year's Manufacturing Priority Agenda has outlines key intervention areas that will drive the growth of SMEs including a level playing field and fiscal and non-fiscal policies.

We commit to continue with our efforts of supporting SMEs in industry this year.



Helen Kimani,
Business Competitiveness
Services Chair

Kenya's SME Sector contributes an estimated 25% to Kenya's GDP. The competitiveness of the sector has the potential to transform the lives of many in the country through job and wealth creation.

Many successful businesses in Kenya started as SME's. Its time that we give the sector the attention it needs to promote creativity and innovation which will drive the competitiveness of the sector.

In order to protect the manufacturing sector, Its important that we safegurd local products.

KAM set up the SME Sub-sector in order to create a large pool of SME voices that can influence the policymaking processes, and create a favorable business environment for SMEs.

KAM provides an essential link for cooperation, dialogue and understanding with the government by representing the views and concerns of SMEs to the relevant authorities. This provides a bargaining power that influences market outcomes and a positive systemic change.



Ivan Ochieng,
SME Caucus Chairman



Joyce Njogu,
Head KAM Consulting

The most important tool to equip SMEs with is knowledge. It is vital for them to have research-based information on existing or potential markets in order to leverage the best avenues and platforms through which they can complement the needs and demands therein.

It is estimated that the total number of products that Kenyan companies can produce for export under the African Growth and Opportunity Act (AGOA) agreement is 6,000. In the previous agreement, Kenya did not fully exhaust its capabilities to produce products from all the categories available mainly due to insufficient capacity and lack of knowledge.

These opportunities present numerous avenues for diversification and inexhaustible markets. KAM therefore aims to ensure that SMEs are well informed on growth opportunities that they can leverage to thrive in local and cross-border trade.

There is a 70% failure rate of SMEs within the first three years of their existence. This can be attributed to a myriad of challenges including inadequate capital, limited market access, poor infrastructure, inadequate knowledge and skills, rapid changes in technology, corruption and unfavorable regulatory environment among others.

KAM is committed to strengthening SME support through business growth capacity building programmes, increased access to markets, access to finance opportunities and policy advocacy for preferential treatment to spur growth.



Nduta Ndirangu,
SME Development Officer

SME Development

The importance of Small and Medium-sized Enterprises (SMEs) for sustainable growth and employment is recognized worldwide. Accordingly, SMEs are a key priority area for many emerging economies and multilateral development institutions. In developed countries, SMEs account for a majority share of value-added and as much as 67% of employment. They represent therefore a critically important part of the economy. In developing and transition countries, SMEs may account for a similar proportion of employment and play a central role in local private sector development.

KAM plays a critical role in advocating for a business competitive environment for SMEs to thrive in. To this end, the Association has set out to provide strategic leadership in supporting Manufacturing SMEs towards inclusive global competitiveness.

The SME Development offers value added services to growth oriented and market ready Manufacturing SMEs. It is geared towards preparing, nurturing, and growing businesses to take full advantage of new emerging markets frontiers both locally and in the international space.

For the last few years, KAM has been offering well-researched and custom-made capacity building activities (trainings) and practical technical firm-level interventions that offer solutions to industry challenges such as:

- Raw Materials Supply
- Technical Human Resource Capacity Upgrading
- Access to Credit/Capital
- Processing Technologies, ICT and Energy Efficiency
- Quality Standards and Certification
- Product Development and Market Access
- Innovation and Patenting
- Policy, Regulatory and SME Environmental Challenges

Our Approach

1. Facilitate, enable, support and develop Sector specific programs
2. Training and capacity development to improve sector productivity and competitiveness
3. Policy development and advocacy to eliminate trade barriers

Our Services

1. Business Advisory Services (firm level support) e.g. SME Focused research, studies and surveys, Business diagnosis, Business Mentorship and Coaching
2. Business Growth Program - Business Strategy, Product design and development, Market development and penetration, Strategic Supply Chain, Financial Management, Human Resource Management, Good Manufacturing Practises
3. Financial Linkages e.g. Business planning, financial literacy programs and linkages to financiers.
4. Market Linkages e.g. subcontracting, Local Sourcing, value chain linkages, trade missions and expos, export market linkages, trade related seminars and conferences

The Business Growth Programme (BGP)



BGP Launch

KAM launched its Business Growth Program in February 2017 to equip existing established businesses with the required management systems and processes to manage the growth of their businesses. The program aims to encourage established businesses to think about and prepare for the growth, expansion and diversification of their current operations

The BGP has 7 modules

- ✓ Business Growth Strategy
- ✓ Product Design and Development
- ✓ Market Development and Implementation
- ✓ Strategic Supply Chain Management
- ✓ Financial Management
- ✓ Human Resource Management
- ✓ Good Manufacturing Practices



Flora Mutahi Speaking at the Launch

Module 1: Business Strategy



The Business Strategy module took place in March 2017. The primary objective of the course was to equip Small and Medium Enterprise (SMEs) with the pre-requisite skills in formulating effective Business Strategies.

Module 2: Product Development and Design



The second module was held in April 2017. The module offered participants with an effective method to uncover, develop and test lucrative market opportunities.

The training also featured practical methods for translating the opportunities from abstract concepts into tangible products and services. It also taught participants how to move successfully from Product Launch into Product Life-cycle Management, an area that is often overlooked.



Product development training

Module 3: Market Development and Penetration Strategies

The Market development and Penetration Strategies design training was held in May 2017. The objective of the training was to equip participants with definite and practical methods for uncovering, developing and taking advantage market prospects, and translating the opportunities to revenue for their enterprise.



Market Development training

Module 4: Strategic Supply chain Training

KAM conducted the Strategic Supply Chain (SSC) Training in June 2017. The program aimed to provide insights on the overview of the significance and role of Strategic Supply Chain Mgt, generating information that will efficiently manage the flow of materials and gaining knowledge on economy in purchasing.



Module 5: Financial Management

KAM conducted a workshop on Financial Management in July 2017 with the aim to equip SMEs with pre-requisite skills in effective financial management.

The training further enhanced delegates budgeting skills, working capital and cash flow management and the basis for review and critical analysis of the relevant financial information for sound decision-making.



Financial Management training

Module 6: Human Resource Management

KAM conducted the Human Resource Management Training in August 2017. The module aimed to provide strategic tools for building strong and focused workforce and inculcating safe workplace culture.

The module further guided participants on compliance with statutory requirements in all aspects HRM.



Human Resource Training

Module 7: Good Manufacturing Practices

Good manufacturing practices module was undertaken in 2017. The module aimed to equip the delegates with skills that would help them contribute significantly in setting up facilities and manufacturing processes that comply with good manufacturing practices (and enhance their reputation and Market share within their industries.

It was also aimed at setting the tone for the need to pursue proven process improvement tools and ensure they are aligned to the overall business metrics.



Good Manufacturing practices training

Module 1: Business Strategy

Module 2: Product Development and Design

Module 3: Market Development and Penetration Strategies

Module 4: Strategic Supply chain Training

Module 5: Financial Management

Module 6: Human Resource Management

Module 7: Good Manufacturing Practices

Other Capacity Building Trainings

Digital Skills Training:

KAM in partnership with Google conducted the SME Digital Skills training in June 2017. The training aimed to build SMEs digital capacity and equip them with digital tools to assist to boost economic growth.

The training focused on:

1. Building online presence
2. Online strategy
3. Marketing websites
4. Search Engine Optimization (SEOs)
5. Search Engine Marketing (SEM), AdWords
6. Digital opportunities



facebook Boost your Business Training

Kenya Association of Manufacturers, Facebook and Africa118 launched Facebook's first-ever direct outreach, Boost Your Business Training, to businesses across East Africa.

With an expected half a billion internet users in Africa by 2020, there are huge opportunities for businesses and young digital entrepreneurs. Facebook hoped to:

1. Equip businesses with digital skills and tools to help them understand the evolution of online marketing
2. Highlight opportunities for marketers
3. Demonstrate how the shift in people's behavior on mobile devices has influenced the marketing strategy
4. Demonstrate what Facebook as a business marketing tool can do.



Business Advisory Services

(firm level support) e.g. SME Focused research, studies and surveys, Business diagnosis, Business Mentorship and **Coaching**, Advisory Board Services.

Mentors & Mentees review meeting

In 2017, KAM's SME Development conducted the mentors mentees review meeting with the objective to review 2016 feedback and mechanisms to make it better 2017.



The mentorship program was started with an aim of helping the SMEs get guidance from experts. The SMEs interested in the program were to provide a list of areas they would require guidance and the mentors and KAM matches them with mentors with expertise in those fields. The program is fully voluntary

Mentoring and coaching training

A mentoring and coaching training was also held in 2017 with the objective to develop a comprehensive system of support to accelerate growth of Manufacturing SMEs.



Firm Level Intervention: Report Presentation

1. Nomadic Tents

Nomadic Tents Ltd was incorporated in 2010 but officially started operations in 2011 as the first rental dealer and distributor of Freeform Stretch Tents and Canopies in East and Central Africa. The company works with event management firms to create structures and transform spaces into high quality versatile and stylish tent cover set up.

The project was conducted on in May 2017 with the principal objective of helping Nomadic Tents Ltd develop a business strategic plan. The consultant started with the overview of the strategic planning process and set the roadmap/ expectations, which culminated into discussions of drafting the strategic plan document.

The strategy formulation was based on the Balance Score Card approach but made as practical as possible for easier internalization and cascading. The consultant guided a total overhaul of the company's brand promise (vision, mission and core values) making it more visionary and compelling in cognizance of the disruptive market environment.

The organization will have to go through a radical rebranding including change of company name to be in sync with unfolding market dynamics and expanded vision. At the end of the three days' workshop, Nomadic Tents not only got a practical strategic plan but also new vision and mission statements plus revamped core values easier to communicate and internalize.



2. Patnet Steel

Patnet Steel Manufacturers Ltd is a Kenyan based private company incorporated in the year 2014, with commercial operations commencing in 2015.

Patnet Steel Limited specialises in the production of sheet metal and cold rolled steel wire and other steel products. These products include stone coated steel tiles, nails, and twisted steel bars, mesh wire, barbed wire, roofing sheets and gutters.

The company is located in Kamulu area, off Kangundo Road, Nairobi. This location of the company is very close to Kangundo Road and closer to both the Northern and Eastern bypass, thus providing excellent access to the immediate Nairobi, Kiambu, Machakos, Kajiado, Kitui and Nakuru county markets.



3. Wandu Packaging

Kenya Association of Manufacturers (KAM) contracted a Management Consultant to undertake a three-day Business Strategy support for Wandu Packaging Limited (WPL) based in Lunga Lunga Road, Nairobi.

Overall objectives and expected outputs of the Business Strategy in line with the Terms of Reference provided and deliverables were to cover the following areas;

a. Company Strategic Plan Audit

- Diagnosis
- Prognosis

b. Intervention Design

- Development of possible interventions to established gaps
- Evaluation of proposed intervention on business Strategy and generation of an action plan.

- ✓ Provide gap analysis on existing Business Strategy
- ✓ To provide a working business Strategic plan
- ✓ Provide a comprehensive report on Gap Analysis and what has been implemented.



Product development and Design -Firm Level Intervention:

Product Development (PD) Coaching gives a business team the best chance to achieve immediate success with personalized on-the-job training and growth. Through the product development business coaching, participating companies accessed tried and tested business tips, hence, reducing the degree of trial and error commonly found in home grown experimentation. This approach to business development takes time pressure off the managers and supervisors by providing extra guidance and management support onsite. Additionally, business coaching offers an outside view of the organization and removes intrinsic bias and interpersonal issues allowing learning and mentoring opportunities to all employees.

Through the business coaching sessions, participating organizations were allowed an opportunity to work on themselves and their craft continuously to bring with them the latest knowledge and tools so companies benefit from their continuous improvement.

Activities under Onsite Company Coaching

1. Company PD Audit and recommendations
2. Intervention Design
 - a. Development of possible interventions to established gaps
 - b. Evaluation of proposed intervention on product development capability of the firm
 - c. Generation of an action plan.

Rexe Roofing- report presentation

REXE roofing is a limited company based in Kenya that works to offers customized roofing and waterproofing solutions that meet the need for a personalized touch for each in roofing in Eastern Africa. REXE is not only an acronym for

Reliable, Excellent, Experienced and Elegant but also an embodiment of the company's value proposition, with the addition of quality and cost efficacy. Keeping to its brand promise REXE earned the most innovative products award in 2014.



Contrive Industries

Contrive industries are in the business of manufacturing dismantle-able metal grills and working to diversify into a range of leather products. Contrive was yet to concretize its business concept.

During the coaching period, the consultant worked to underpin Contrive businesses, set strategy and outline the product development objectives that therefore informed the product development interventions.



Corporate Governance Training for growth oriented enterprises

KAM developed a Corporate Governance framework for growth oriented enterprises. The training was held at Golden Tulip on 20th July.

The one day workshop focused on the following:

- The need for corporate governance in driving competitiveness, performance and sustainability excellence.
- The role of corporate governance in configuring and aligning corporate strategic plans with customer and market expectations.
- The requisite leadership with appropriate governance structures that drive innovation and growth.
- How to enhance and strengthen the governance of growth oriented enterprises and family businesses.



Corporate Governance Training for SMEs Directors

KAM has embarked on an initiative to promote, provide guidance and support the

implementation of best corporate governance practices in Manufacturing SMEs in Kenya.

KAM recognized that many SMEs do not embrace good corporate governance due various reasons among them the following:

- The general lack of awareness among SMEs regarding the benefits of good corporate governance and/or its relationships to corporate performance.
- The perception that the costs of implementing corporate governance are too high as compared to the benefits accruing therefrom.

To overcome these challenges KAM considers that it would be necessary in the long-term to:

- Initiate and generate debate among key stakeholders regarding the need for corporate governance and its implications for SMEs.
- Develop a generic code of best practice through the participative engagement of key representatives from SME sector and regulatory authorities;
- Develop generic governance documents and instruments that can be adopted, adapted and otherwise modified to meet the special needs of individual SMEs
- Create mechanisms to train and build the capacity and capability of the sector and the key stakeholders in the SME sector- Entrepreneurs/owners, directors, advisors and even senior managers- to implement good corporate governance.
- Excite and incite the sector and create awareness to focus attention on the role good corporate governance in enhancing the competitive and performance excellence, sustainable longevity and reputation of the firm; and of the harmful and ill effects of non-compliance, corruption and self-interest on reputation and long-term survival of the enterprise

Financial Linkages

e.g. Business planning, financial literacy programs and linkages to financiers.

AKI BIZ SME Event

This was an SME event organized by Association of Kenya Insurers (AKI) in April 2017. The event focused on the following three aspects.

1. The SME Identity Crisis (Moving beyond the founding member dilemma)
2. Hiring Right (HR – How to form your dream team)
3. Scaling up (How to ensure successful business growth)



Joyce Njogu- KAM , Head KAM Consulting presenting during AKI BIZ SME Event

Joint SME Workshop - World Bank Forum



KAM in partnership with World Bank and the Ministry of Industry, Trade & Cooperatives hosted a workshop on increasing SME productivity & innovation in Nairobi. The consultative workshop focused on overcoming challenges that hinder business growth.

One of the objectives or components of the Project were to increase the productivity of small and medium sized enterprises by providing them with Business Development Services (BDS) i.e. business advice, trainings and technology upgrading.

SME Financial Growth Breakfast Meeting

Kenya Association of Manufacturers (KAM) in partnership with Standard Chartered held a Financial Growth Breakfast forum to provide SMEs with insights on transforming business by growing profitability and managing business risks. As part of our Business Growth Programme, KAM is keen on forging strategic partnerships with private and public financial institutions with the aim of overcoming the challenges of business entry, survival and growth.



Sachen Gudka -KAM Vice Chair making remarks during SME Financial breakfast forum

SME Financial Solutions Breakfast

Kenya Association of Manufacturers held a Financial Solutions breakfast, in partnered with Standard Chartered Bank to offer a comprehensive range of investment solutions so that SME's could maximize returns on idle cash while maintaining the flexibility to deploy the funds at short notice for your business needs.

These include time deposits with a wide range of tenures and currency options to match SMEs needs and maximize their returns.



Market Linkages:

Value chain linkages, subcontracting, trade missions and expos, export market linkages, trade policy and Investment related seminars and conferences.

In order to promote SME development and growth, KAM held four trainings on the EAC and COMESA regions as a key market for SME products. The Trainings were held in Nakuru, Mombasa, Kisumu and Nairobi.

- **Business Linkages in the EAC Region and COMESA:** The training aimed to demonstrate the possibility of making local companies competitive with international standards whilst spurring economic growth in the region through large industrial investments to a wider cross section of society.
- **Building a competitive edge in EAC and COMESA:** The training offered knowledge and skills to entrepreneurs in Kenya in order to competitively exploit business opportunities in COMESA and EAC regions.
- **Risk Mitigation and Management:** The training aimed to provide SMEs with an understanding of international business risks, the impact of occurrence of risks and comprehensive mitigation to successfully operate within the regions.
- **Value Chain Integration in EAC & COMESA Markets:** The training equipped participants with key skills and knowledge needed in identifying, assessing and managing business in line with modern Value Chain models.



Competitive Edge training Kisumu



Competitive Edge training Mombasa



Competitive edge in Nairobi



Competitive Edge Nakuru

KAM SME PICTORIAL

Business Linkages in Mombasa



Business Linkages training in Kisumu



Risk Mitigation Mombasa



Risk Mitigation Kisumu

Risk Mitigation Mombasa



Risk Mitigation Nairobi

Risk Mitigation Nairobi



Risk Mitigation Nakuru



Risk Mitigation Nakuru

Business Linkages training in Nakuru



Value Chain integration training Mombasa



Value Chain Integration training Kisumu



Value Chain Integration Nairobi

Value Chain training Nakuru training



Risk Mitigation Kisumu

Subcontracting Workshop

Kenya Association of Manufactures conducted a Subcontracting Workshop during the 2017 Kenya Manufacturing Summit and Expo held in Nairobi.

One of the main determinants for the success of SME growth and development is the establishment of useful linkages between large

enterprises and SMEs through subcontracting arrangements. Subcontracting involves purchase-supply relationship where SMEs are the subcontracted to deliver product or service to the larger companies, for the production requirements of the latter as per the specifications.



Subcontracting Workshop at KICC during the 2017 Manufacturing Expo & Summit



Carol Makokha - KPLC Procurement Officer with SMEs discussing subcontracting opportunities at KPLC.

SME exchange and learning visits



The visits seeks to provide SMEs with industrial benchmarking and technical knowledge.

In 2017, KAM conducted 5 SME Exchange visits.

JKUAT SME Exchange Visit: The objective of the study tour was to provide technical knowledge and innovative ideas on food processing. It also aimed to guide SMEs on setting up Small Agro Processing Enterprises with products that are market ready, nutritious and of the highest quality.

Palmhouse SME Exchange Visit: Palm House Dairies Ltd (PDL) was set up in 1996 in response to the liberalization of the milk sector in Kenya. Prior to the set up period, milk processing was the preserve of the then Kenya Co-operative Creameries (KCC). Farmers were underpaid and there were huge problems of extension services. All these had conspired to create a major milk shortage in the country.

The exchange visit aimed to provide SMEs with experience on dairy processing and lean manufacturing.



Kenya Industrial Estate – Study Tour: The visit gave SMEs a walk through KIE’s incubation centers as well as how SMEs can access financial solutions from KIE.



Dr. Parmain Ole Narikae- Kenya Industrial Estate MD making some remarks during the SME visit at KIE

United Aryan Ltd. - Promoters of United Aryan are responsible for the creation of this modern yet keeping the traditional art of making garments blending the artful skills of Africa and Asia. The objective of the visit was establishing useful linkages with SMEs through subcontracting.



Mr. Pankaj Bedi- CEO United Aryans making some remarks during the SME visit at the EPZ factory in Ruaraka.

KENYA INDUSTRIAL PROPERTY INSTITUTE (KIPI): The objectives of the visit included the understanding of intellectual property, certification and trade marking process, importance of research, legal aspects to consider while trade marking products.



KISUMU SME MEMBERSHIP VISITS

1. Tausi Choice Point Ltd

Tausi Choice Point Ltd. is an SME/Cottage Industry being incubated at the KIRDI facility at Kisumu. Their main brand is the Tausi herbal soap and beauty products that is made from 7 different medicinal plants including Aloe Vera, Moringa, and Palm oil amongst others. Their products are known to protect the skin from various ailments and the soaps are natural moisturizers.



2. ALLISAM FISH LEATHER PRODUCT

Allisam Products and Design Ltd. is an SME and a Cottage Industry based at Mamboleo, Kisumu County. Allisam deals with Fish Leather tanning and manufacture of Fish Leather products mainly shoes, jackets and bags.



3. MIXA FARM

Mixa Farm is an integrated cottage industry based at Nyamasaria, Kisumu County. Its activities comprise of horticulture, cricket rearing and value addition, chicken rearing, Peanut butter processing and light machine fabrication.



4. SME Membership Visits in Kaolin Crowners Ltd- Kericho.

Kaolin crowners Ltd are paint manufacturers located in Kericho town. They are known for their brand of Kaolin paints in the area. This company is an SME and a cottage industry.



NAKURU SME MEMBERSHIP VISITS

1. Super Mabati and Steel Enterprises Ltd.

Mabati and Steel Enterprises Ltd. started with a small production capacity. To date, it has a capacity of 500 metric tonnes of roofing materials which is intended to reach a target of 3000 metric tonnes in a span of one year from now. They intend to make this company among the leading organizations in Kenya in terms of income and revenue generation.



2. UBUNTU MADE

Ubuntu Made is a social business committed to creating lasting changes in the communities that they serve. They do this through a “mile deep, inch wide” approach. Rather than making products and sourcing materials from various parts of the world, they focus their efforts on specific Kenyan communities creating full time jobs, including benefits such as healthcare for their makers and their families. They source as many of the materials and products locally, stimulating the Kenyan economy as a whole.



MOMBASA SME MEMBERSHIP VISITS

1. Debssie Beads

Debssie Beads is a crafty handmade enterprise that develops and manufactures stylish leather crafted sandals. The roots are in Diani South coast of Kenya working hand in hand with a team of men and women who are trained and imparted skills in beading and crafting.



2. Polucon Services

Polucon Services (K) Limited is a leading Africa's Inspection, Verification, Testing, Certification and Pest Control Company. Established in Kenya in 1990 and headquartered Mombasa, they are known as the beacon of quality in service delivery to the satisfaction of our clients. They currently operate offices in Uganda, Rwanda, Tanzania, Burundi, Somalia and a global network of partners.



Malindi Natural Juices Processors:

Malindi Natural Juice Processors is involved in processing of mango puree/pulp from high quality naturally ripened mangoes. The company, a subsidiary of Malindi Farmers' Cooperative Society, strives to improve the livelihoods of the farmers in Malindi and surrounding counties by creating market for their mangoes hence reducing post-harvest losses attributed to rotting of fruits.



Malindi Juices Training

Mwananchi Bakery: Mwananchi Bakery is located in Mombasa with several outlets within Mombasa. It is one of the leading suppliers of confectioneries and pastries in Mombasa.



Mwanainchi Bakery Visit

Pread Products: Pread Products is a cottage industry located in Nyali Mombasa, they are manufacturers of Jam products.



Pread Product

Policy Advocacy (SME Caucus)

The SME Caucus held 4 meetings in 2017. The key advocacy issues in the year included Subcontracting/contract manufacturing/Market linkages,

Advocacy issues and especially SME regulatory compliance, Access to technical skills, SME industrial parks and Access to funding.



SME Caucus Q2 Meeting



SME Caucus Q3 Meeting



SME Caucus Q4 Meeting



*Ms. Inge van den Berg explaining PUM
Netherlands senior experts program*

Testimonials



Wandi Packaging

James Ndichu: CEO and Founder, Wandi Packaging Ltd.

Wandi Packaging Solutions provides packaging solutions by manufacturing corrugated paperboards; Carton boxes and SfK. We're located in Industrial Area, Lunga Lunga Rd Nairobi.

Having Joined KAM in December 2016, Wandi Packaging Ltd has been a major beneficiary of:

To mention but a few of the benefits gained:

- Business Growth Programme training modules for 6 months that has greatly helped us to manage the business professionally and increase in our production capacity.
- Several interactive business seminars.
- B2B interaction and networking both locally and internationally e.g. organised trip to Rwanda and Ghana where we had business networking and linkage.
- Business strategic plan development through a fully paid Consultant by KAM.
- Energy audit and advice from a Consultant fully paid by KAM, which has improved our efficiency by 35%.
- Business Mentorship through KAM, which helped us to align our human capacity.
- Interns from TVET through KAM imparted practical skills and created employment.

- Engagement, Linkages and Advisory in all National and County Government bills and proposals, KAM has intervened on various issues e.g. licensing and business permits from Local Authority.
- Helping by providing support and all necessary information one requires in doing manufacturing or any other business in Kenya and so many other benefits.

Kenya Association of Manufacturers has been and is our pillar of business growth and management support, we as an SME, and several others who have grown through it knows what it means to be a member of KAM.

I take this opportunity to thank the entire KAM management team through the able and wonderful leadership of the CEO Phyllis Wakiaga and the Chairlady Flora Mutahi.

In the one year that I have been a member, I have benefited so much. May God bless KAM so that many people can benefit and grow their businesses to higher levels efficiency and productivity and our country Kenya can attain its vision 2030 goals and objectives.





Pauline Karanja

Mwanainchi bakery - Mombasa

Mwanainchi Bakers and Confection MD – Pauline Karanja

I was introduced to KAM through a friend who also is a member and setting up the SME department within the organization is commendable!

The trainings have been an eye opener on the various ways of adding value to our business. Networking has played a notable role in our pursuit of scaling up through partnering with PUM (Netherlands senior experts) we have been privileged to have an expert in January 2018 on volunteer to come assist in business support.

The visit to KIE was timely and at the same surprising! Mwanainchi as a company had found its way among companies that was considered to be a success story. I would not have known all this if I had not participated in the exchange program. A follow up visit was also done by its officers to our company. All this would not have been possible if we had not joined KAM.

We are 10 months old in the organization, what we have gained as company is so much that we never expected. These include trainings, networking, forums and study trips.

The trainings on opportunities available in the EAC AND COMESA, trainings attended:

1. Business linkages
2. Risk mitigation and management
3. Value chain
4. Corporate Governance.



Mwanainchi Bakery products

Rexe Roofing

Rexe Roofing is an SME registered in Kenya with projects in Uganda and Tanzania. We specialize in providing excellent roofing and waterproofing solutions to support the construction industry. Our notable projects include: The Hub Karen Shopping Mall, Brookhouse Schools-Runda, Mt. Kenya Holiday Homes among others.

We joined KAM as we were excited about the crucial role they played in advocating for a conducive business environment, which is key for



the growth and success of any organization.

We took up the KAM Business Growth product which equipped us with the necessary tools to develop suitable products, take charge of our operations, human resources while reducing unnecessary costs and learn the best manufacturing process as industrialization is the key to sustainable economic progress.



*Irene Wanjiku-
CEO, Rexe Roofing*

We have further gained tremendously from KAM workshops, which include good governance as well as trade missions opening up new global markets to our local companies.

We will continue to be KAM members and urge organizations that have not joined to do so, and tap into the numerous opportunities availed to members.



Gilbert Yegon

Kaolin Crowners paints

Gilbert Yegon, Technical Manager
- Kaolin Crowners Company
Limited

We want to engage with the global market and expertise as possible. Through KAM we have engaged in a system where we can directly, easily access the global market and engage with global minds towards the development of skills and talent in the manufacturing sector in the dynamic world of technology





Kenya Association of Manufacturers
15 Mwanzi Road, Westlands
Box 30225 – 00100, Nairobi Kenya

Phone: +254 (020)2324817,(20)2166657

Fax: +254 (020)3200030

 www.kam.co.ke

 @KAM_kenya

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