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The Kenyan SME: The Case of I.M.D.C. Limited

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Abstract

This paper focuses on factors affecting the growth and performance of small and medium enterprises (SMEs), the case of IMDC Limited. Founded in 1993, IMDC Limited is a SME in the retail marketing and distribution business, specialising in fast moving consumer goods.

The case demonstrates the difficulties associated with start-ups in small scale businesses and the effects of a changing macro-environment, changes in economic factors as well as changes in the industry, competition as well how to reduce vulnerability and sustain growth. By studying this SME, the author has been able to bring out the main critical success factors attributing to the growth of small businesses and the many challenges they face.

Keywords: Small and Medium Enterprises (SME), Growth, Performance, Success

1. General Background

Company History

IMD.C. limited was incorporated in 1993, with its offices located in Central Business District of Nairobi city, of republic of Kenya.

IMD.C. Ltd was set up as a holding company that could trade in general goods and services especially engaging in marketing and distribution of fast moving Consumer goods as manufacturer's representatives. This company was set up in the early 1990's with the aim of, among others, marketing and distributing for the major multinational companies that were producing fast moving consumer goods in Kenya while targeting to take

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