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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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Innovative Quality Management Cases Jos van Iwaarden,Anthony van der Wiele,2006 The current literature on quality management is very much focused on the implementation of the latest fads and fashions or various tools and techniques such as Quality Function Deployment Benchmarking Self assessment and Six Sigma Based on research carried out in collaboration between the University of Manchester UK and Erasmus University Rotterdam The Netherlands we believe that many organisations have lost sight of the basic elements of quality management Therefore we decided to focus with a ebook on these basic elements of the quality management philosophy which are Customer foc **Renvoi Business Management**

Cases Dr. Sanjeev Bansal,2017-02-13 A culture of start ups has disrupted the way businesses are run and the need for rigorous study of dynamic business scenarios has become paramount in Business Schools Business Process Management Cases Jan vom Brocke,Jan Mendling,2017-08-10 This book is the first to present a rich selection of over 30 real world cases of how leading organizations conduct Business Process Management BPM The cases stem from a diverse set of industry sectors and countries on different continents reporting on best practices and lessons learned The book showcases how BPM can contribute to both exploitation and exploration in a digital world All cases are presented using a uniform structure in order to provide valuable insights and essential guidance for students and practitioners **Rethinking the Case Study in**

International Business and Management Research Rebecca Marschan-Piekkari,Catherine Welch,2011-01-01 This important and original book places the case study in international business research in its historical context critically evaluates current case study practices in the field and proposes a more pluralistic future for case research within international business and international management research While the case study is the most popular qualitative research strategy in the field only a narrow selection of possible approaches is currently used IB and IM researchers typically rely on a case study approach that could be characterized as qualitative positivism The editors and contributors look beyond this disciplinary convention and encourage greater pluralism in IB and IM case research Their key argument is that increased awareness of prevailing disciplinary conventions and their limitations increases the potential for methodological innovation and versatility in case research The contributions provide critical novel and innovative perspectives on the case study in IB and IM research The book offers inspiration to case authors and an authoritative methodological reference for those publishing and reviewing case research It will also be highly regarded by postgraduate and doctoral students in IB and IM as well as both qualitative and quantitative researchers in the field **Handbook of Research on Business Model**

Innovation Through Disruption and Digitalization Rasmussen, Erik Stavnsager,Petersen, Nicolaj Hannesbo,2023-02-27 Digital technologies are changing both the national and global business landscapes Digitalization within firms and industries and newcomers from other fields give new conditions for competition through new business models The Handbook of Research on Business Model Innovation Through Disruption and Digitalization discusses the aspects of the innovation of

business models through disruption and digitalization It further includes chapters on theories and practices related to the overall theme of how business models are developed Covering topics such as agile networks interactive business models and managerial implications this major reference work is a dynamic resource for business leaders and executives IT managers human resource managers entrepreneurs government officials students and faculty of higher education librarians researchers and academicians

Case Studies in Management and Business (Volume 5) (UUM Press) Nora Azureen Abdul Rahman, 2020-01-01 Institute for Management and Business Research IMBRe Universiti Utara Malaysia is pleased to present this book which contains a compilation of management and business case studies The cases in the book are meant for teaching and learning and could be used at both undergraduate and postgraduate levels Specifically the first case about Damai Industries Sdn Bhd requires students to apply their knowledge of how to manage a business with respect to corporate governance marketing financial management and strategic management in order to sustain the business in the long run The second case study which is about the credit challenge faced by Mesra Motel requires students to apply their knowledge of banking and financial management to come up with capital raising strategies to ensure that the hotel project runs smoothly The third case about Credit Card Usage requires students to apply their knowledge of personal finance credit management and bank management to reduce financial problems due to mismanagement of credit cards The fourth case about Classy Tech Machinery Sdn Bhd requires students to apply their knowledge of insurance concepts and principles such as insurance contracts and claims in making decisions on the liabilities of the company The fifth case about 5Ds Enterprise requires students to apply their knowledge of human resource management with regards to recruitment development and management to come up with strategies to retain the company s workforce The sixth and last case is about Persuasive Communication It requires students to apply their knowledge of how to communicate effectively to ensure that ideas information knowledge and values reached the target audience

Using Influencer Marketing as a Digital Business Strategy Teixeira, Sandrina, Teixeira, Sara, Oliveira, Zaila, Souza, Elnivan, 2023-12-08 Using Influencer Marketing as a Digital Business Strategy presents a comprehensive exploration of the burgeoning world of digital influencers whose impact on consumer behavior and brand promotion is rapidly transforming the marketing landscape This book delves into the most relevant topics in the field providing a valuable contribution to both management and academia alike The book delves into the essence of influencer marketing by examining the different types of influencers and their crucial role in reaching a brand s target audience The strategic partnership between influencers and brands is analyzed highlighting how these influential content creators act as powerful intermediaries between companies and potential consumers By examining the intricate relationship between influencers brands and consumers the book sheds light on the purchase intention process and consumer habits in the digital age Given the recent emergence of influencer marketing as a prominent force this book serves as a critical reference source for researchers business executives marketing professionals influencer marketing agencies and

graduate students seeking to expand their understanding of this dynamic field *Business Management Case Studies*
Patrick Siegfried,2021-07-02 Business Concepts for Management Students and Practitioners *ECRM 2021 20th European Conference on Research Methods in Business and Management* Dr Manuel Au-Yong-Oliveira,Prof Carlos Costa,2021-06-07
Conference Proceedings of 20th European Conference on Research Methods in Business and Management **Conducting Case Study Research for Business and Management Students** Bill Lee,Mark N. K. Saunders,2017-10-23 In Case Study Research Bill Lee and Mark Saunders describe the properties of case study designs in organizational research exploring the uses advantages and limitations of case research They also demonstrate the flexibility that case designs offer and challenges the myths surrounding this approach Ideal for Business and Management students reading for a Master s degree each book in the series may also serve as reference books for doctoral students and faculty members interested in the method Part of SAGE s Mastering Business Research Methods Series conceived and edited by Bill Lee Mark N K Saunders and Vadake K Narayanan and designed to support students by providing in depth and practical guidance on using a chosen method of data collection or analysis *A Handbook of Malaysian Cases: Contemporary Issues in Marketing & Management* Farzana Quoquab,2016-11-16 This book is appropriate and useful for the college and university lecturers practitioners and students who are undertaking courses in business studies It is widely acknowledged that only theoretical discussion does not provide the comprehensive understanding about the business decision This book will contribute in teaching as a tool to provide practical knowledge to the students and or participants Apart from the lecturers and students practitioners also can be benefited from this book since it will provide them understanding about the problems and challenges faced by different types of companies There is a growing need of reading and understanding the challenges faced by the managers from developing country perspective Compared to the developed countries the documentation of local cases are very few As such the present book taken the initiative to provide a selection of high quality cases on Malaysia based companies and MNCs operating in Malaysia about their marketing and management related decision making issues This book is unique in many ways These cases not having been published before provide a pool of fresh cases for teaching purpose All eleven cases demonstrate different company issues and different managerial problems which certainly will enrich its readers understanding about the phenomena At the end of each case suggested case assignment questions are provided so that the facilitator will have some preliminary understanding about the questions that can be discussed Lastly a brief synopsis of all cases is presented at the end of the book It is hoped that this book will provide the practical knowledge to its readers Business Process Management Cases Vol. 3 Jan vom Brocke,Jan Mendling,Michael Rosemann,2025-03-03 Business Process Management BPM is at a pivotal moment as new opportunities and demands emerge On the one side Artificial Intelligence and process mining facilitate entirely new process design and analysis options On the other hand organizations are tasked to ensure their business processes are also sustainable responsible and explainable In light of this fast moving context insights into the

actual practice of BPM have become indispensable points of reference The BPM Cases Volume 3 adds 16 new cases to the existing 53 cases from Volumes 1 and 2 bringing the case collection to a total of 69 cases from many well known organizations across industries and around the world The focus of Volume 3 is on the return on BPM its operationalization in light of constraints e g data inaccuracies scaling BPM across an organization and how to blend BPM into unique cultural settings The cases show among others how to apply process mining to generate business value and how data led BPM ensures evidence based ways to manage processes

Readings and Cases in International Human Resource Management and Organizational Behavior B. Sebastian Reiche, Günter K. Stahl, Mark E. Mendenhall, Gary R. Oddou, 2012-04-23 Readings and Cases in International Human Resource Management and Organizational Behavior 5th Edition examines cross cultural interactions between people cultures and human resource systems in a wide variety of regions throughout the world This is truly a Global collection Features include new readings and case studies positioned alongside trusted tried and true readings and cases from past editions a companion website featuring supplemental material and teaching notes to enhance instructors abilities to use the readings and cases with their students Written to enable students to meet the international challenges that they face every day and to sensitize them to the complexity of human resource issues in the era of globalization this text is a vital resource for all those studying international human resource management

Business Process Management Cases Vol. 2 Jan vom Brocke, Jan Mendling, Michael Rosemann, 2021-08-04 This book is a sequel and extension to the book Business Process Management Cases published in its first edition by Springer in 2018 It adds 22 new cases for practitioners and educators to showcase and study Business Process Management BPM The BPM cases collection is dedicated to providing a contemporary and comprehensive industry agnostic insight into the realities of BPM In particular it focuses on the lessons that only authentic cases can provide The experiences documented cover both the positive impact of deploying BPM as well as the lessons learnt from failed attempts Each case takes a holistic approach and by doing so each chapter recognizes that BPM in practice is a multidimensional endeavor covering strategy to operations systems and infrastructure governance and culture models and running processes This volume also introduces a new device to plan and scope BPM initiatives the BPM Billboard The Billboard helps professionals to link BPM projects to the corporate strategy and to build the organizational capabilities to reach such strategic directive Digital technologies do not just facilitate innovative process designs but enable entire new strategic options This book provides a contemporary and comprehensive overview of how to create process enabled strategies in an opportunity rich environment Martin Petry Hilti CIO This is the first book to present the BPM Billboard A new management tool to plan and scope BPM initiatives The Billboard together with the insightful real world cases offers valuable guidance towards BPM success from a holistic perspective Gero Decker Signavio CEO

Paradigm shifts in Business Delivery Innovative Management Practices St martin Institute of Business Management, *ECRM 2019 18th European Conference on Research Methods in Business and Management* Prof. Anthony Stacey, 2019-06-20

Strategic Business Case Analysis Christopher Williams, 2023-12-07 This textbook provides students with the skills and techniques necessary to analyse business case studies from a strategic perspective With career development and impact in mind the book goes beyond simply listing tools instead teaching students how to prepare for a major strategic business case analysis project how to position their analysis on a spectrum from reductionist to holistic approaches how to critically engage with theory and case data as well as how to leverage their work after completion A logical approach is offered taking the reader through the analysis journey from preparing to analyse a case study to conducting the analysis and maximising the impact going forwards A comprehensive analysis task is incorporated which asks the reader to reflect on a range of case data understand the choices of analytical positioning and tool selection and develop an analysis based on this positioning Further pedagogical features include Reflective practice exercises at the end of chapters allowing the student to self identify areas of strength and weakness as they develop through the process Worked examples based on cases reproduced in the book allowing the student to follow the analytical process that the author went through in different analysis modes Quotes and analysis insights from former students who have previously conducted a strategic business case analysis aiding reflective practice As case study analysis continues as a core component of teaching across business schools this unique text will help to build key skills in advanced undergraduate postgraduate MBA and executive education students conducting strategic business case analysis Support material includes PowerPoint slides as well as video content

Asian Agribusiness

Management: Case Studies In Growth, Marketing, And Upgrading Strategies Ralph D Christy, Joselito Bernardo, Aimee Hampel-milagrosa, Lin Fu, 2018-08-16 This book of case studies is designed to provide useful information for instructional purposes and for those interested in the management of Asian agribusiness This collected volume of case studies is organized around three major themes growth marketing and upgrading strategies Many of the cases herein were used in Advanced Agribusiness Workshops jointly organized by the Asian Productivity Organization and Cornell University held in Bangkok Manila and Bali Through a case study driven approach this book offers an opportunity for students policymakers and business owners to consider the impact of key trends like value addition urbanization the environment regional integration climate change and technology on Asian agribusinesses

ECKM 2019 20th European Conference on Knowledge

Management 2 VOLS Dr. Eduardo Tomé, 2019-09-05

Handbook of Qualitative Research Methods for Family

Business Alfredo De Massis, Nadine Kammerlander, 2020-03-28 This timely Handbook provides a comprehensive guide to the methodological challenges of qualitative research in family business Written by an international multidisciplinary team of experts in the field the Handbook provides practical guidance based on the experiences of senior researchers and features reflective discussion on how to craft insightful rigorous studies

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web an internal command is the ms dos command stored in system memory and loaded from command com or cmd exe
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web aug 31 1996 in dos systems an internal command is any command that resides in the command com file this includes
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