

**COMPETITIVE STRATEGIES ADOPTED BY FIRMS IN THE LOGISTICS INDUSTRY IN
KENYA**

BY

JEDIDAH MASILA

UNIVERSITY
LOWER KAE
E (LOW)

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DECLARATION

This management project is my original work and has not been presented for a degree in any other university.

Signed.......... Date.....12/11/2007.....

Jedidah Masila

D61/8972/06

This project has been submitted for examination with my approval as university supervisor.

Signed.......... Date.....12/11/2007.....

Dr. Martin Ogutu

Department of Business Administration

University Of Nairobi

DEDICATION

To my Family, this project is affectionately dedicated to you for your support and understanding.

ACKNOWLEDGEMENT

I acknowledge my family for being beside me all the way. Your support and encouragement has seen me this far.

I also acknowledge my supervisor Dr. Martin Ogutu who guided me throughout the research period. Your contribution to this research cannot be underestimated.

Finally, I thank the Almighty God for the gift of life. Thank you for being with me all through.

ABSTRACT

The changing global environment has led to more competition, increased product choice, increased customer demand, lower prices, product innovations and information technology. Companies face intense competition from domestic and foreign brands which is resulting in rising promotion costs and shrinking profit margins. Due to changes in the marketplace, companies must cope with the dynamic environment in order to survive. It is the new developments in the market environment that compelled the researcher particularly to conduct a study on the competitive strategies adopted by firms in the logistics industry in Kenya.

The study was modeled on a descriptive design. The population of interest in this study consisted of all logistic firms in Kenya. A sample of a hundred companies was considered adequate for this study. Primary data was collected using semi-structured questionnaires. The questionnaires were personally administered by the researcher to the logistic business development managers and marketing managers or equivalent. The questionnaire was divided into three parts. Part A contained questions on general information of the respondents. Part B contained questions on competitive strategies and Part C contained questions on the management perception on the competitive strategies adopted by the firm.

Based on the study findings the challenges in strategy implementation are; Lack of financial resources, Poor advances in technology, Small business margins, and increased operational costs. On the other hand the challenges that are considered minor by the organizations are; Diminishing business returns, stringent regulatory framework, Competitor activity in strategy mimics and Lack of employee expertise.

It is therefore imperative that the management mobilize funds to improve on their information technology. Increased operations costs problem may be solved by adopting cost effective production and operations methods that emphasize on profit maximization at reduced costs.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Liberalization that has dominated the past decades has brought about borderless economic world. Keegan, et al. (1996), Barkowitz, et al. (2003) consider the market place as consisting of global marketers and global consumers. Today, the world market is driven by global competition among global companies and consumers (Barkowitz et al., 2003). The Global competition has broadened the competitive landscape of markets. Both firms and consumers have turned global. Any firm can reach the consumers easily because of reduced boundaries and the reduced distance between sellers and buyers. These developments have introduced complex macro environment for all marketers. The dynamics in the global market place have created a conscious awakening to firms towards adopting various strategies to obtain and/ or to maintain their competitive edge (Keegan et al., 1996; Barkowitz et al., 2003).

Firms have adopted various strategies to counter the strong forces of competition. These strategies include merger, acquisitions, specialization, diversification, product development, pricing policy, promotion and distribution for competitive advantage. The competitive market has also pushed firms to product/ service innovation strategies aimed at coming up with the product that meets the customer need. This calls for marketing strategy that is customer oriented. Kotler (2003) asserts that all marketing strategies are built on segmenting, targeting and positioning. A company has to identify the segment within a product market. In the identified market segment, it can choose to target and implement marketing programs that position the product or service for the targeted market segment. When companies choose to appeal to only a portion of the product/ service market, they are said to have adopted selective targeting.

1.1.1 Competitive strategies

Strategy in business is concerned with superior performance. The essence of formulating strategy is relating a company to its environment (Porter, 1998). According to Hamel and Prahalad (1994), the essence of strategy lies in creating tomorrow's competitive advantage faster than competitors mimic the ones you possess today. The goal of competitive strategy is to find a position in the industry where the company can best defend itself against competitive forces or use them in its favor (Porter, 1998).

Competitive strategy which is also referred to as business strategy is concerned with how a firm competes in a given industry or market (Grant, 1998). Jay Bourgeois (1980) has referred to corporate strategy as domain selection and competitive strategy as domain navigation. It is therefore appropriate to state at this point that competitive strategies are concerned with one main question; how should we compete?

Grant (1998) argues that there are two sources of superior performance; one is to locate in an industry where industry conditions are good enough to allow a rate of return above the competitive level. The other option is for a firm to attain a position of advantage vis a vis competitors within an industry to allow it to earn a return in excess of industry average. He further argues that as competition intensifies in almost all industries, very few industry environments can guarantee secure returns. Hence the primary goal of a strategy is to establish a position of competitive advantage for a firm (Grant, 1998).

Porter argues that understanding the structure of the industry plays a critical role in the formulation of competitive strategies. According to Porter, there are five forces driving competition in the industry, which largely determine the structure of the industry. These forces are; the threats of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitute products and Rivalry among competitors. Aosa (1992) while investigating the aspects of strategy formulation and implementation within large private manufacturing companies underscore that corruption is a force that drives competition.

Porter further advance that competitive strategy is about taking offensive or defensive actions to create a defensible position in the industry, to cope successfully with the five competitive forces and thereby yield superior return on investment for the firm. The best strategy of an organization is ultimately a unique construction, which reflects its particular circumstances. Porter (1990) has presented three internally consistent generic strategies, which can be used singly or in combination to create a strong position in the long run. The three strategies are overall cost leadership, differentiation and focus. The three generic strategies are alternative approaches to dealing with the competitive markets.

1.1.2 Logistics industry in Kenya

Kenya plays a critical role in international trade within the east African region as a gateway for imports and an avenue for exports through its ports. Other than exporters and importers, the other players in international trade are the logistic agencies that include Non vessel owning consolidating companies (NVOCC), freight agencies, transport companies and clearing and forwarding entities.

The clearing and forwarding industry comprises economic activities that relate to all imports and exports conducted in respect of goods entering or leaving Kenya as well as those transiting the country. It excludes exporters and importers whose core activity is not clearing and forwarding. Thus, the Clearing and forwarding industry serves as an input into every other industry in the national economy as well as many of those across the Kenyan borders. Cognizance is taken of the fact that the Kenyan Clearing and forwarding industry is a very complex one, involving various activities including freight management and supply chain logistics.

The clearing and forwarding industry is associated with all modes of transport, be they shipping lines, airlines, railways or road transport, that might be involved in the carriage of cargo as well as, service providers such as warehouses and transit sheds and the associated management of data. The Kenya revenue authority (KRA), through the customs and excise department licenses clearing and forwarding firms in their effort to implement bilateral, regional and international trade arrangements, and supports global enforcement efforts against smuggling, the illegal importation and exportation of arms, drugs of abuse, as mandated through various international legal instruments. The Customs and Excise Department, as the agency of government entrusted with the responsibility to monitor and control imports and exports, is responsible for the implementation of the 'trade and customs' clauses of the regional trade agreements. In 2008, the Customs and excise department licensed 960 clearing and forwarding agencies that have local cum foreign promotion.

1.2 The Statement of the Research Problem

One of the most important trends in the world economy in recent years has been the globalization of economic and business activity. International economic activity of all kinds has been on the increase. World trade has grown significantly faster than world output over the last few decades and foreign direct investment flows have grown faster than world trade (Enright, 1998). Some of the major features of the globalization phenomenon have been the development of global finance and financial markets, the spread of knowledge facilitated by improved communication, the widespread availability and use of technology, the active expansion of multinational firms, the decoupling and decentralization of economic activities within and between firms, the blurring of nationality of multinationals, the development of global oligopolies, reductions in barriers to trade and investment, the increased importance and power of supranational organizations, and the emergence of regions and regional identities that transcend borders (Amin and Thrift 1994; Dicken 1992, 1994; Dunning 1998; and Reich 1991). Added to this list today would be the rise of electronic communities over the Internet and the fact that nations comprising nearly one half of the world's population have either entered the world economy or have dramatically changed their relationship to it in the last two decades (Enright, 1997). The result has been an unprecedented globalization of business competition and competition for attracting economic activity.

The liberalization of the telecommunication sector has brought numerous challenges to firms whereby they are left with minimal options of either adopting new strategies or being pushed out of business as a result of stiff competition. Likewise, individual customers expect quality services, which meet their own expectations and will always buy required services from those suppliers who offer the best products at premium rates (Wanyande, 2006).

The logistics firms are not spared of the competition that is intense in every industry of trade in the global marketplace. The Kenyan logistics industry has registered a membership subscription of the large multinational players that are endowed with sophisticated resources and financial acumen as well as small scale privately owned entities that compete for the same clientele. The study intends to seek responses to the following research questions: What competitive strategies do logistics firms use when offering their services? What challenges do logistic firms face when applying their competitive strategies?

1.3 Research Objectives

The research objectives for this study are to:

- i) Identify the competitive strategies that are used by the logistics agencies and,
- ii) Establish the challenges encountered by the logistics firms in applying the competitive strategies.

1.4 Importance of the Study

- i. This study will provide managers and board of directors of logistic firms with information on the general state of competition in the industry and the types of strategies employed by the competing firms. They will be able to infer the challenges faced by the institutions already operating in the industry to prepare them accordingly in developing and implementing strategies that may help them deal with the challenges identified.
- ii. The study is intended to add to the body of knowledge, specifically in regard to competition in logistics industry and hopefully ignite the need for further research especially looking into competition arising within the industry.

CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of Strategy

Johnson and Scholes (1993) define strategy as the direction and scope of an organization over the long-term, which ideally matches resources to its changing environment and its particular markets so as to meet stakeholders' expectations. This definition identifies three key components of strategy. First, the need to define the scope and range of an organization's activities within the specific environment it faces. Second, the needs of customers and markets are matched against resource capability to determine long-term direction; and third, the roles of stakeholders have on the strategy articulation because of their influence over the values, beliefs and principles which govern organizational behavior and business conduct.

In today's turbulent business environment, managing both internal resources and challenges poised by the external environment is essential in the survival of any given organization. To deal effectively with matters that affect growth and profitability, executives employ management processes that they believe will position a firm optimally in its competitive environment (Pierce and Robinson, 1991) strategic management plays a critical role in facilitating the deployment of a firm's resources in an efficient manner to facilitate the optimization of long term performance of the firm (Bennet, 1999) Strategic management involves planning, directing, organizing and controlling a company's strategy related to decisions and actions (Pierce and Robinson, 1991).

Strategic management can be seen a matter of essential economic analysis and planning. It can also be seen as a matter of organizational decision making, within a social, political and cultural process (Johnson and Scholes, 1993). Strategic management involves taking a view of the whole organization, its place in its environment, its values and culture, its key purpose, its direction and its strategic choice for the better future. Strategic management is a matter of bridge building or mapping the route between the perceived present situation and the desired future situation (Burnham, 1994). The strategic management process comprises at least five related elements. The starting point is developing a mission that guides all subsequent efforts of the business. This leads to an analysis of the firm's situation, and on to the formation of a competitive strategy. That strategy is subsequently implemented and— at least in theory—performance is monitored with an eye toward fine-tuning the strategy and ~~or~~ its implementation (Olson and Slater, 2002).

Competition denotes the existence of firms that try to sell identical products/ services to the same group of customers. A firm's competitors may change over time in terms of their characteristics, strategies and strategic focus due to environmental factors that affect the structure of the industry (Guiltinan and Paul, 1994). With changing business environment firms are finding it increasingly difficult to find industry environments in which there are good enough conditions that allow a rate of return above the competitive level. Competitive strategies provide a framework for the firm to respond to the various changes within the firm's operating environment. Firms also develop competitive strategies that enable them develop strategic initiatives and maintain competitive edge in the market (Grant, 1998 and Macmillan, 1998).

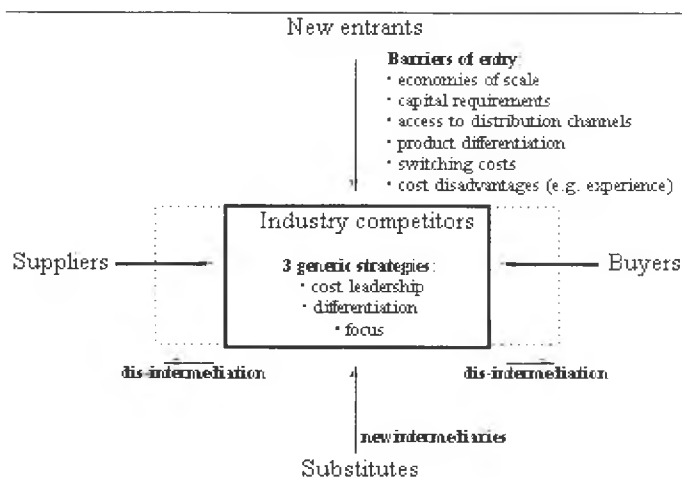
2.2 Competitive Strategies

Competitive strategy which is also referred to as business strategy is concerned with how a firm competes in a given industry or market (Grant, 1998). Jay Bourgeois (1980) has referred to corporate strategy as domain selection and business/ competitive strategy as domain navigation. It is therefore appropriate to state that competitive strategies are concerned with one main question; how should we compete?

Grant (1998) argues that there are two sources of superior performance; one is to locate in an industry where industry conditions are good enough to allow a rate of return above the competitive level. The other option is for a firm to attain a position of advantage vis a vis competitors within an industry to allow it to earn a return in excess of industry average. He further argues that as competition intensifies in almost all industries, very few industry environments can guarantee secure returns. Hence the primary goal of a strategy is to establish a position of competitive advantage for a firm (Grant, 1998).

Porter (1998) posit that competitive strategy is about taking offensive or defensive actions to create a defensible position in the industry, to cope successfully with the competitive forces and thereby yield superior return on investment for the firm. He adds that faced with five competitive forces, firms have three potentially successful generic strategies that they can use to outperform other firms in the industry. The generic strategies are; *Cost leadership, Differentiation and Focus.*

Figure 1: Porter's analysis framework of competitive advantage



Source: Porter, E. M. (1979), *how competitive forces shape strategy*, Harvard business review, pp.97

Grant (1998) observe that by either supplying an identical product or service at a cost that is lower than competition or by supplying a product/ service that is differentiated in such away that consumers are willing to pay a premium price that exceeds the marginal costs of differentiation. The former case represents a cost advantage while the latter a differentiation advantage. Porter (1998) advance that the focus strategy is about using either cost leadership or differentiation strategy to targeting a particular buyer group, segment, product line and geographic market.

By pursuing cost advantage the goal of the firm is to become a cost leader in its industry or industry segment. Cost leadership requires that a firm must fin and exploit all sources of cost advantage and sell a standard product (Porter, 1985). Differentiation by a firm from its competitors is achieved when it provides something unique that is valuable to buyers beyond simply offering a low price (Porter, 1980).

The two sources of competitive advantage described above define two fundamentally different approaches to business. A firm that competes on low cost is distinguishable from a firm that competes through differentiation with regard to market positioning, resource and capabilities as well as organizational characteristics (Grant; 1998). Porter further argues that cost leadership and differentiation strategies are mutually exclusive and that if one attempts to pursue both will lead to a firm being stuck in the middle and can subsequently lead to low profitability (Porter, 1980).

2.2.1 Generic Competitive Strategies

The best strategy of an organization is ultimately a unique construction, which reflects its particular circumstances. Porter (1990) has presented three internally consistent generic strategies, which can be used singly or in combination to create a strong position in the long run. The three strategies are; *overall cost leadership, differentiation and focus*. The three generic strategies are alternative approaches to dealing with the competitive markets.

The organization failing to develop its strategy, in at least one of the three directions, is in an extremely poor strategic situation. Such an organization is almost guaranteed low profitability and quality. The organization stuck in this position should make a fundamental decision to develop its strategy. An organization stuck in the middle of competitive strategies must either take steps to achieve cost effectiveness or at least cost parity, which involves aggressive measures to develop the process. Alternatively, it must differentiate itself to achieve some uniqueness. The third strategy is to focus itself on a particular target market. Effectively implementing any of these strategies requires total commitment and supporting arrangements. A large organization can, however, have more than one primary target in its departments or subunits and pursue more than one approach, if there are different environments, competitive situations and supporting organizational arrangements in these sub units (Kettunen, 1999).

The strategy of overall cost leadership is achieved through a set of functional policies aimed at this basic objective. Cost leadership requires the construction of efficient-scale facilities and a vigorous pursuit of cost reductions in areas such as research and development, service and marketing. A great deal of managerial attention is necessary in order to achieve cost efficiency. A low-cost position provides substantial entry barriers in terms of cost advantages or scale economies. A low-cost position defends the organization against powerful buyers. A strategy of overall cost leadership is an appropriate choice in markets where the price level is relatively low defined by the public sector funding bodies or due to a hard competition in the market. Low cost also provides a defense against input cost increases. Achieving a low overall cost position often requires favorable access to input (Kettunen, 1999).

The differentiation strategy is achieved creating something perceived as being unique in the market. An organization may differentiate itself within several dimensions. Differentiation can be

achieved by brand image, technology, customer service or other dimensions. The differentiation strategy does not allow ignoring costs, but rather they are not the primary strategic target. Differentiation is a viable strategy for earning above-average returns, because it creates a defensible position for coping with competitive forces. Differentiation yields higher margins, since brand-loyal buyers lack comparable alternatives and are thereby less price sensitive. The customer loyalty and uniqueness provide entry barriers for the competitors, because the organization is better positioned against substitutes than its competitors. Differentiation requires a perception of exclusivity (Kettunen, 1999).

The strategy of focusing on a particular customer group or segment of the product line may take several forms. The focus can be on a geographic market, an occupational group, at organizational level or a type of education. The functional policy is developed to serve a particular target very well. It is assumed that it is possible to serve the narrow strategic target more efficiently or effectively than other organizations which are operating more broadly. Even though the focus strategy does not aim to achieve low costs or differentiation, it does achieve one or both of these positions. As a result of the focus strategy the organization achieves lower costs, because of low-cost production or its distribution system. Alternatively, the organization is better able to meet the specialized needs of the particular customer. The focus strategy implies limitations on the over-all market share achievable, because it involves a trade-off between profitability and sales volume. The focus strategy may mean reducing the customer list to the main leading customers or chains. The focus strategy approaches the concept of collaboration. Cardno (1990) defines collaboration as a term employed to express partnership, cooperation, agreement, consent and working in combination to accomplish institutional objectives. A close collaboration with one specific customer is an extreme form of focus strategy (Kettunen, 1999).

Kotler (2003) explains that in the case where the company targets the whole market, the targeting is referred to as extensive. The marketer has to design an offering and image to occupy a distinct place in the mind of the target market. This is referred to as product or service positioning. The result of positioning is the successful creation of a customer-focused value proposition that explains why the target market should buy the service (Barkowitz et al., 2003; Johansson, 2002). The positioning strategy that would give a marketer such advantage requires adequate market research (Middleton, 1998; Craven, 1991).

Other scholars such as Johnson and Scholes (1999) have explained that a firm's basic choices to achieve competitive advantage include: A "no frills" strategy combining lower price than competitors at similar added value of product/ service to competitors, A low price strategy providing lower prices than competitors at similar added value of products/ service to competitors, A differentiation strategy which seeks to provide products/ Services which are unique/ different from competitors, A hybrid strategy which simultaneously seeks to achieve differentiation while maintaining prices lower than competition and A focused differentiated strategy which aims at providing high perceived value justifying a substantial price premium.

The works of Andrews (1971) and Christensen, Andrews and Bower (1973), provide insight into the classical approach to strategy management. In the classical approach, competitive strategy is seen as a combination of the ends (goals/ mission/objectives) for which the firm is striving and the means (policies/tactics) by which it seeks to get there. The essential notion of strategy is captured in the distinction between ends and means. Porter (1980) on the other hand advance that developing competitive strategies involves development of a broad formula for how a firm is going to compete, what are the goals and policies or tactics necessary for achieving the goals. Competitive strategy includes actions or attempts by a firm to attract customers, retain them, withstand competitive pressures and strengthen its market position and is aimed at gaining competitive advantage. Stabel and Fjeldstad (1998) observe that Porter expressed the key aspects of a firm's competitive strategies in what is referred to as the "wheel of competitive strategies", on figure 2 below:

Figure 2: Wheel of Competitive strategy



Source: Stabel, C. B. and Fjeldstad D.O. (1998), Configuring value for competitive advantage; on chains, shops and networks, Strategic management journal, Vol. 19, No. 5, pp. 426.

At the centre of the wheel are the firm goals, which represent the broad definition of how the firm wants to compete and its specific objectives. The spokes of the wheel are the key operating policies through which the firm seeks to achieve the goals. Operating policies vary from industry to industry based on the key success factors.

Competitive strategy is concerned with the patterns of choices managers make over which markets to serve and how the business creates more value for buyers than its competitors. The Porter (1980) and Miles and Snow (1978) typologies of strategy are the frameworks that have most often been shown to effectively represent managerial choices. Porter proposed that the product-market decision should be viewed in terms of how the business creates value (differentiation or low cost) and how it defines its scope of market coverage (focused or market-wide). Miles and Snow identified four archetypes of how firms address product-market strategy decisions. *Prospectors* continuously seek to locate and exploit new product and market opportunities. Their primary capability is innovation in product and market development. *Defenders* attempt to seal off a portion of the total market to create a stable set of products and customers. They invest heavily in the development of a system for the most efficient production of goods and services. *Analyzers* occupy an intermediate position between the two extremes and simultaneously seek to minimize risk and maximize the opportunity for profit. Thus, they follow prospectors into new product market domains after their viability has been demonstrated, while protecting a stable set of products and customers. A key capability of analyzers is flexibility, the

capability to respond rapidly as new opportunities become apparent. A fourth type, the *reactor*, does not have a consistent response to the product-market problem. Walker and Ruckert (1987) synthesized these typologies of product-market behavior by discriminating between *low-cost defenders* and *differentiated defenders*.

2.2.2 The Structural Analysis of Industries

Porter (1998) advance that understanding the structure of the industry plays a critical role in the formulation of competitive strategies. According to porter, there are five forces driving competition in the industry, which largely determine the structure of the industry. These forces arc; *the threats of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitute products and Rivalry among competitors*. Porter (1985) suggests that effective strategy must take into account not only the actions and reactions of direct rivals, but also the roles of suppliers and customers, alternative products that satisfy the same basic need, and the prospect that new entrants will enter the market.

The collective strength of these five forces determines the ultimate profit potential of an industry. Every industry has an underlying structure, or a set of fundamental economic and technical characteristics, that gives rise to these competitive forces (Porter, 1985). Every strategist, wanting to analyze the position of a company, has to learn what makes the environment tick, because firms can influence the five forces with their strategies.

2.2.3 Competitive Challenges

In their monograph, Box and Watts (2000) argue that implementation of competitive strategies is a combination of hundreds or thousands of related activities. They argue that this entire system of activities leads to competitive advantage in the market place. In his award winning HBR article, Porter (1996) illustrates the importance of well-organized network of activities with examples from Southwest airlines.

Box and watts (2000) further argue that the real challenge in implementation of a generic strategy is in recognizing all supportive activities and putting them in place properly. Porter (1996) also advance that most of what many management trends in the 80's and 90's- such as TQM, reengineering, empowering the workforce, lean production, outsourcing, and time based competition were a matter of operational effectiveness in the name of strategy yet he points out

that operational effectiveness though necessary is not sufficient to bring about competitive advantage. He concludes by arguing that achieving competitive advantage means adopting the appropriate generic strategy and implementing the strategy with a network of supportive activities (Porter, 1996).

In implementing strategy, firms face challenges such as inadequate financial resources, costly sources of funds, skills and ability of staff, marketing abilities, changes in customer needs, government requirements and the complexity of coordinating all firms' activities in pursuit of the agreed strategy (Porter, 1998; Grant, 1998; Ansof, 1990). Other challenges in implementation of generic strategies are advanced by porter (1998) in terms of risks that include: Technological change that renders investment in technology and learning worthless, Low cost industry learning by new comers through imitation and the use of new technology, Inflation in costs of inputs that increases the firms costs, The consumer's need for differentiating factor falls, Imitation can narrow perceived differentiation, Differences in desired products between the strategic target and the market and Competitors break into the target market and outplay the focuser.

2.3 The Evaluation of Strategies

Strategic evaluation may be used at the formulation stage to judge the merits of particular strategic alternatives. Johnson and Scholes (1993) suggest the strategic evaluation criteria of *suitability, feasibility and acceptability* as benchmarks against which organizations might judge the merits of particular strategies. The evaluation of strategic options requires sensible judgments on how these requirements should be weighed against each other.

Suitability is a criterion for assessing the extent to which a proposed strategy is consistent with the environment in which it is operating. A series of questions can be raised to evaluate the strategic options. Does the strategy exploit the strengths of the subunit and whole organization? How far does the strategy overcome the difficulties identified in the strategic analysis? How well are the strategies of subunits in line with the strategy of the whole organization? Does the strategy adopted fit in with the main purpose of the organization?

Feasibility is a criterion for assessing whether the strategy can be implemented successfully. Can the necessary market position be achieved? Can the strategy be funded? Are the subunits and organization capable of performing the required level? Will the reactions of the implementers be

manageable? How will the organization ensure that the required knowledge and skills are available in each sub unit of the organization?

The acceptability criterion is related to internal and external relationships. The key question to be considered is, how acceptable are the strategies of subunits to each other and the overall strategy? Another key question is related to the expectations of stakeholders. Each stakeholder who is concerned about the activities and performance of the educational institution has its own set of criteria to determine how well the organization is performing.

Strategic evaluation using the criteria of suitability, feasibility and acceptability emphasize the need to formulate different strategies for subunits. The strategic analysis of subunits, which operate in their specific environments, lead to different kinds of strategic choices. The capabilities, knowledge and skills may be highly variable across the subunits, and therefore, different kinds of steps can be taken in the future. Furthermore, the expectations of stakeholders emphasize the need to define specific strategies for the subunits.

2.4 Competitive Advantages

Crucial to a firm's growth and prosperity is the ability to gain and retain competitive advantage. One way to do this is through strategic initiative. MacMillan defines "strategic initiative" as the ability to capture control of strategic behavior in the industries in which a firm competes. To the extent one company gains the initiative, competitors are obliged to respond and thereby play a *reactive* rather than proactive role. MacMillan argues that firms that gain a strategic advantage control their own destinies. To the extent a firm gains an advantage difficult for competitors to remove, it stays in control longer and therefore should be more effective (Schuler and Jackson, 1987).

The concept of competitive advantage is described by Porter as the essence of competitive strategy. Emerging from his discussion are three competitive strategies that organizations can use to gain competitive advantage: innovation, quality enhancement, and cost reduction. The *innovation strategy* is used to develop products or services different from those of competitors; the primary focus here is on offering something new and different. Enhancing product and/or service quality is the primary focus of the *quality enhancement strategy*. In the *cost reduction*

strategy, firms typically attempt to gain competitive advantage by being the lowest cost producer (Schuler and Jackson, 1987).

Like competition itself, competitive advantage is a constantly moving target. For any company in any industry, the key is not to get stuck with a single simple notion of its source of advantage.

The best competitors, the most successful ones, know how to keep moving and always stay on the cutting edge. Today, time is on the cutting edge. The ways leading companies manage time in production, in new product development and introduction, in sales and distribution represent the most powerful new sources of competitive advantage (Stalk, 1988).

2.4.1 Creating Competitive Advantage by Effectively Managing Knowledge

In the landscape of modern business, companies are persistently striving to create mechanisms for differentiating themselves from their competitors within given markets. Because many markets are quite saturated with numerous firms endeavouring toward like core competencies, organizations are forced to dissect their business processes for the purpose of determining what can produce a sustainable competitive advantage. The information age and the changes created by it have shifted firms away from being myopically concerned with the exploitation of tangible assets toward a steadfast and holistic interest in leveraging intangible assets as well. The management of information as a key to grasping and retaining competitive advantage has recently evolved into the more strategically focused management of knowledge (Gupta and McDaniel, 2002).

The concept of knowledge management concerns the creation of structures that combine the most advanced elements of technological resources and the indispensable input of human response and decision-making (Raisinghani, 2000). The notion of knowledge management is nothing new. Corporations have always had some process to synthesize their experience and integrate it with knowledge acquired from outside sources (Sarvary, 1999). However, not until recently have scholars and practitioners alike become increasingly attracted to the science of applied knowledge within organizations. This movement is unique in combining information technology theory with pioneering work on models of learning organizations (Senge, 1994).

Pfeffer and Sutton (2000) argue that competitive advantage goes not to those firms who have the best knowledge, but to those who use knowledge best. They maintain that unless this final step of

applying knowledge in real world business activity is achieved, all of the preceding phases of knowledge management are in vain. It is hypothesized that the application of knowledge to organizational technologies and processes aids in producing a competitive advantage. More specifically, Pfeffer and Sutton (2000) suggest that there is truly a “knowing-doing gap” in modern business, in which briefings, discussions, and planning sessions all seem to take the place of action in many organizations. This can create a passive culture in which sounding smart is increasingly rewarded in lieu of real world results. These kinds of arrangements not only create an environment in which project managers are more interested in knowledge in place than in knowledge at work, but they also cripple the vital “learning-by-doing” feedback loop (Pfeffer & Sutton, 2000), which involves applying knowledge to a new scenario and gaining contextual learning from that application (Parikh, 2001). Such newly gained knowledge not only adds to the knowledge bank of a firm, but also is seen as more reliable than more theoretical, abstract knowledge.

2.4.2 Human Resource Management (HRM) Policies and Practices on Firm Performance

Bailey (1993) noted that the contribution of even a highly skilled and motivated workforce will be limited if jobs are structured, or programmed, in such a way the employees, who presumably know their work better than anyone else, do not have the opportunity to use their skills and abilities to design new and better ways of performing their roles. Thus, human resource management practices can also influence firm performance through provision of organizational structures that encourage participation among employees and allow them to improve how their jobs are performed. Cross-functional teams, job rotation, and quality circles are all examples of such structures.

An increasing body of work contains the argument that the use of High Performance Work Practices, including comprehensive employee recruitment and selection procedures, incentive compensation and performance management systems, and extensive employee involvement and training, can improve the knowledge, skills, and abilities of a firm's current and potential employees, increase their motivation, reduce shirking, and enhance retention of quality of employees while encouraging non performers to leave the firm (Jones and Wright, 1992).

Wright and McMahan (1992), drawing on Barney's (1991) resource-based theory of the firm, contended that human resources can provide a source of sustained competitive advantage when

four basic requirements are met. First, they must add value to the firm's production processes: levels of individual performance must matter. Second, the skills the firm seeks must be rare. Since human performance is normally distributed, Wright and McMahan (1992) noted, all human resources meet both of these criteria. The third criterion is that the combined human capital investments a firm's employees represent cannot be easily imitated. Although human resources are not subject to the same degree of imitability as equipment or facilities, investments in firm specific human capital can further decrease the possibility of such imitation by qualitatively differentiating a firm's employees from those of its competitors. Finally, a firm's human resources must not be subject to replacement by technological advances or other substitutes if they are to provide a source of sustainable competitive advantage. Although labor saving technologies may limit the returns for some forms of investment in human capital, the continuing shift toward a service economy and the already high levels of automation in many industries make such forms of substitution increasingly less probable.

Bailey (1993) contended that human resources are frequently "underutilized" because employees often perform below their maximum potential and that organizational efforts to elicit discretionary effort from employees are likely to provide returns in excess of any relevant costs. Bailey argued that human resource management practices can affect such discretionary effort through their influence over employee skills and motivation and through organizational structures that provide employees with the ability to control how their roles are performed.

Sheridan (1992) found that perceptions of organizational culture influenced employee turnover. Arnold and Feldman (1982), Baysinger and Mobley (1983), and Cotton and Tuttle (1986) concluded that perceptions of job security, the presence of a union, compensation level, job satisfaction, organizational tenure, demographic variables such as age, gender, education, and number of dependents, organizational commitment, whether a job meets an individual's expectations, and the expressed intention to search for another job were all predictive of employees' leaving. The work of McEvoy and Cascio (1985), who showed that job enrichment interventions and realistic job previews were moderately effective in reducing turnover, is notable.

Gershenfeld (1991) found that firms adopting "transformational" labor relations—those emphasizing cooperation and dispute resolution—had lower costs, less scrap, higher productivity, and a greater return to direct labor hours than did firms using "traditional" adversarial labor

relations practices. Katz, et al., (1985) demonstrated that highly effective industrial relations systems, defined as those with fewer grievances and disciplinary actions and lower absenteeism, increased product quality and direct labor efficiency, and Katz, et al., (1987) showed that a number of innovative work practices improved productivity. Katz, et al., (1983) and Schuster (1983) found that quality of work life, quality circles and labor management teams increased productivity. Bartel (1994) established a link between the adoption of training programs and productivity growth, and Holzer (1987) showed that extensive recruiting efforts increased productivity. Guzzo, et al., (1985) meta-analysis demonstrated that training, goal setting, and socio technical systems design had significant and positive effects on productivity.

Cascio (1991) and Flamholtz (1985) argued that the financial returns associated with investments in progressive human resource management practices are generally substantial. Terpstra and Rozell (1993) found a significant and positive link between the extensiveness of recruiting, selection test validation, and the use of formal selection procedures and firm profits. Russell, et al., (1985) demonstrated a link between the adoption of employee training programs and financial performance. The use of performance appraisals and linking such appraisals and compensation has also been consistently connected with increased firm profitability (Gerhart and Milkovich, 1992).

2.4.3 Information and Communication Technologies (ICT) and Firm Performance

Successful companies in main-line industries are integrating information technology (IT) into almost every aspect of their business. This includes using IT to develop, implement, and support business strategies. Information and communication technologies (ICT) are changing the economy and the way business is conducted in various forms. ICT force companies to find new ways to expand the markets in which they compete, to attract and retain customers by tailoring products and services to their needs, and to restructure their business strategy to gain competitive advantage. This affects every aspect of how business is conducted, changing internal processes as well as external relationships, modifying and restructuring entire economic sectors (Timmers, 1998; Wirtz, 2001; Porter, 2001).

Technological change, and in particular information and communication technologies, are among the most prominent forces that can alter the rule of competition. This is because a majority of activities in an organization create and use information and this will be more powerful for industries where information is the key product. Evans and Wurster (1997) state that every

business is an information business and information accounts for the preponderance of competitive advantage and therefore for profitability.

Porter (1985) contends that ICT affect the competition in three major ways: ICT can change the structure of an industry, and alter rules of competition; ICT can be used to create sustainable competitive advantage and provide companies with new competitive instruments; As a result of ICT new business can be developed within a company's existing activities.

2.5 Alignment and Competitive Advantage

Contingency and Configuration theories have received considerable attention, both in organization theory and in strategic management research. In general, contingency theorists assert that successful performance is the result of a proper alignment of endogenous design variables (such as environmental uncertainty, technology or organizational size). Typologists and Taxonomists on the other hand, assert that, regardless of control or causality – successful organizations are aligned in a small number of typical patterns. In some instances, these configuration theorists provide a priori theoretical reasons why such alignments should exist, including natural selection (i.e. the elimination of poorly aligned organizations), organizational inertia, and the tendency towards quantum change (Miller and Friesen, 1984).

Although profitable organizational alignments may be the result of chance, according to Lawrence and Lorsch (1967), these alignments require managers to demonstrate a high order of integrative capacity which are valuable but scarce. Peteraf (1990) advance that alignment skill may, taking the resource view of the firm, constitute a rent-producing resource, or strategic factor. Under the resource view, firms generate profits to the extent that they accumulate rent-producing resources that, in addition to providing economic value, meet the tests of scarcity, imperfect imitability and imperfect tradeability in factor Markets. Walker (1887) observes that whether alignments arise from skill or luck, their performance consequences have not been adequately addressed in modern strategic management performance literatures.

2.6 Competitive Strategy and Performance Emphasis

Competitive strategy is concerned with the patterns of choices managers make over which markets to serve and how the business creates more value for buyers than its competitors. The Porter (1980) and Miles and Snow (1978) typologies of strategy are the frameworks that have most often been shown to effectively represent managerial choices. Porter (1980) proposed that

the product-market decision should be viewed in terms of how the business creates value (differentiation or low cost) and how it defines its scope of market coverage (focused or market-wide).

Miles and Snow (1978) identified four archetypes of how firms address product-market strategy decisions; *Prospectors* continuously seek to locate and exploit new product and market opportunities. Their primary capability is innovation in product and market development, *Defenders* attempt to seal off a portion of the total market to create a stable set of products and customers. They invest heavily in the development of a system for the most efficient production of goods and services, *Analyzers* occupy an intermediate position between the two extremes and simultaneously seek to minimize risk and maximize the opportunity for profit. Thus, they follow prospectors into new product market domains after their viability has been demonstrated, while protecting a stable set of products and customers. A key capability of analyzers is flexibility, the capability to respond rapidly as new opportunities become apparent, A fourth type, the *reactor*, does not have a consistent response to the product-market problem. Walker and Ruekert (1987) further synthesized these typologies of product-market behavior by discriminating between *low-cost defenders* and *differentiated defenders*.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The used research design for this study was a descriptive survey of the competitive strategies adopted by firms in the logistics industry in Kenya. Donald and Pamela (1998) posit that a descriptive design is concerned with finding out who, what, which and how of a phenomenon. This type of survey is recommended for studies carried out at once and representing one point in time (Cooper and Emory, 1995). The descriptive survey offers ideas for further probing and research by understanding the characteristics of the of the groups of logistic firms and their strategies that help us think systematically of the logistic industry level of competition and competitive strategies.

3.2 Population

The target population of interest were all business entities that participate in the logistic industry in Kenya. There are 962 registered clearing and forwarding firms licensed by the Kenya revenue authority (KRA) as attached in appendix two.

3.3 Sample design

In considering the diverse distribution of entities in the logistics industry a sample of 100 firms was opted for. This sample was considered large enough to provide a general view of the competitive strategies adopted by these participants and to provide for an acceptable response rate of above 60% from the respondents enlisted. The sample size was distributed to the logistic sector depending on the population of enterprises in the sector. A proportionate stratified random sample of the firms was picked from each of the logistics sector. The firms in the sample frame were numbered and the starting point determined through the use of random numbers. Thereafter, every third firm was picked until the required number from each sector was exhausted.

Table 1: Table on Stratified Sampling

Category	population	Sample
Forwarding by sea	127	14
Clearing local	301	31
Transportation	148	15
Warehousing	134	14
Clearing Transit	252	26

3.4 Data Collection

Primary data collection was used to gather information from the target respondents outlining issues relevant to the study. This was achieved by use of self administered questionnaires (Appendix I). The detailed Questionnaires were constructed using open – ended, closed – ended, and likert scale type of questions. The questionnaire was divided into three parts. Part A contained questions on general information of the firm. Part B looked at various competitive strategies and Part C considered strategy implementation challenges.

The questionnaires were administered through personal interview to management of the firms using face to face interviews and focus group discussions. The target respondents were Business development managers and Marketing Managers in charge of strategy implementation. The managers were chosen due to the fact that they are the ones who formulate strategies to be adopted by the company.

3.5 Data Analysis

The research was set to determine the competitive strategies adopted by firms in the logistics industry in Kenya. Data was entered using the SPSS worksheet. Data cleaning was undertaken to ensure that all questions are filled and done so correctly. It included consistency check to ensure that instructions were followed especially for routing questions.

Since the study is descriptive in nature, the researcher proposed to use descriptive statistics. Data in Part A was analyzed using frequencies and percentages to summarize the demographic profiles of the respondents. Data in part B and C were analyzed using mean scores standard deviations, frequencies and percentages to outline the various strategies applied by the firms and the challenges encountered in implementation of the strategies.

The obtained responses from the closed ended questions were analyzed by ensuring that data was summarized by using descriptive statistics. The descriptive statistics was provided meaningful description of distribution of scores. Other derived statistics like ratios and rankings were used to make data more meaningful. Mean scores and standard deviation were used to analyze the data. A mean score of <1.5 implies that the respondents were in strong disagreement with the challenges. A mean score of $1.5 - 2.5$

disagree, 2.5 – 3.5 not certain and 3.5 – 4.5 agree while a mean score of > 4.5 implies a strong agreement. Standard deviation of <1 means that there were no significant variations in response while that >1 implies that there were significant variations in responses.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The objectives of this study were to: Identify the competitive strategies that are used by the logistics agencies and, establish the challenges encountered by the logistics firms in applying the competitive strategies. Out of the sample of 100 logistic firms, 80 (80%) of them responded to the questionnaire. This was considered representative of the population. This chapter presents the analysis and findings of the study.

4.2 Demographic Information on the Respondents

4.2.1 Position/ Title of the Respondents

Table 1: Position/ Title of the Respondents

Position of Respondents	Frequency	Percent
Business Development Managers	20	25
Assistant Business Development Manager	5	6.3
Marketing Managers	40	50
Assistant Marketing Manager	5	6.3
Operations Manager	10	12.4
Total	80	100

Table 1 shows the positions held and the percentage scores for each position held. The percentages ranged from (25-50) %. The positions held by the respondents were as follows: Business Development Manager (25%), Assistant Business Development Manager (6.3%), marketing Managers (50%), assistant Marketing Managers (6.3%) and lastly operations manager (12.4%). It is quite evident from the findings that majority of the interviewed respondents were Marketing Managers.

4.2. 3 Logistic Firm information:

4.2.3. 1 Organization classification

Table 2: organization classification

Type of Organization	Frequency	Percent
Small domestic owned firm	25	31.3
Large domestic owned firm	40	50.0
Small foreign owned firm	10	12.5
Large foreign owned firm	5	6.2
Total	80	100

Results on organization classification revealed the following findings: small domestic owned firm 31.3%, large domestic owned firm (50%), Small foreign owned firm (12.5%), and Large foreign owned firm at 6.2%. This implies that majority of the firms interviewed were large domestic owned firms which scored a high percentage of 50%.

4.2.3.2 The Firm's Registration

Table 3: The Firm's Registration

Firm's Registration	Frequency	Percent
Sole proprietor	10	12.5
Partnership	25	31.3
Limited company	45	56.2
Total	80	100

Results on organization registration revealed the following findings: Sole proprietor (12.5 %), Partnership (31.3%) and Limited company at (56.2%). This implies that majority of the firms interviewed were registered as limited Companies.

4.2.3.3 Years of operations in Kenya

Table 4: Years of operations in Kenya

Years of operation	Frequency	Percent
Less than one 5 years	10	12.5
5-15 years	35	43.8
16-30years	20	25.0
31-50	10	12.5
Over 50	5	6.2
Total	80	100

Table 4 shows that majority of the logistic firms have operated in Kenya for between 5 to 15 years. The findings were as follows: Less than one 5 years (12.5%), 5-15 years (43.8%), 16-30years (25.0%), and 31-50 years (12.5%) over 50 years at 6.2%.

4.2.3.4 Number of Employees in the organization

Table 5: Number of Employees in the organization

Number of Employees	Frequency	Percent
Less than one 5	0	0
5-15	2	2.5
16-30	3	3.8
31-50	5	6.3
Over 50	70	87.4
Total	80	100

Results on the number of employees were as follows; Less than one 5 employees (2.5%), between 5-15 (3.8%), between 16-30 employees (6.3%) and over 50 employees at 87.4% implying that most of the logistic companies have over 50 employees.

4.2.3.5 Areas of Interest of the company

Table 6: Areas of Interest Company

Company Interests	Business	Frequency	Percent
Forwarding by sea		25	31.3
Clearing local		5	6.3
Clearing transit		35	43.8
Transportation		15	18.8
Total		80	100

It is quite evident from the table that most of the logistic companies are interested in clearing transit as this scored the highest percentage of 43.8%. Other scores were as follows; forwarding by sea (31.3%), Clearing local (6.3%), and transportation at (18.8%)

4.3 Competitive Strategies

4.3.1 Corporate strategy

Table 7: Corporate strategy

Corporate Strategy	Frequency	Percent
YES	70	87.5
NO	10	12.5
Total	80	100

From Table 7 it can be deduced that majority of the logistic companies have corporate strategy according to the findings. Only 10 out of 80 companies indicated that they do not have corporate strategy.

4.3.2 The extent to which each of the corporate strategies are applied by the organization

Table 8: The extent to which each of the corporate strategies are applied by the organization

Corporate Strategies Applied	Mean	Std. Deviation	Percentage
Give discounts for repeat customers	4.32	0.92	80
Reward frequent customers	4.27	0.72	88
Create membership for regular customers	3.87	1.59	66
Maintain high quality of Services	4.87	0.35	90
Implementation of customer feedback System	3.79	0.81	70
Regularly educate customers about various Organizational services	3.50	1.81	52
Introduce differential tariffs based on level of repeat services	3.41	1.69	42

Results on the extent to which logistic firms have applied corporate strategies were as follows; Giving discounts for repeat customers Mean 4.32 (large extent), (0.92), (80%), Reward frequent customers 4.27 (large extent), (0.72) and (88%), Create membership for regular customers 3.87 (large extent), (1.59) and (66%), Maintain high quality of Services 4.87 (very large extent), (0.35) and (90%), Implementation of customer feedback System 3.79 (large extent), (0.81) and (70%), Regularly educate customers about various organizational services 3.50 (moderate extent), (1.81) and (70%), Introduce differential tariffs based on level of repeat services 3.41 (small extent), (1.61) and (42%). The implication of the findings is that logistic companies maintain high quality of services more than anything else. The least corporate strategy used by the companies was found to be introduction of differential tariffs based on level of repeat services.

4.3.3 The extent to which your organization uses focus generic strategy

Table 9: The extent to which your organization uses focus generic strategy

Application of Focus generic strategy	Mean	Std. Deviation	Percentage
Target a specific geographic market	3.80	0.60	62
Target a specific sector in the economy	3.50	0.37	44
Concentrate on main leading customers	4.50	0.59	80
Open new geographical branches	3.60	0.35	55

The findings showed the following scores: Target a specific geographic market 3.80 (large extent), (0.60), and (62%), Target a specific sector in the economy 3.50 (moderate extent), (0.37), (44%), Concentrate on main leading customers 4.50 (very large extent), 0.59, and (80%), Open new geographical branches 3.60 (large extent), (0.35) and (55%).

4.3.4 Application of differentiation strategies

Table 10: Application of differentiation strategies

Application of differentiation strategies	Mean	Std. Deviation	Percentage
Develop services targeted to existing Customers	3.89	0.52	70
Develop unique customer service Levels	4.20	0.62	78
Develop services according to the needs of the Customers	3.87	1.59	66
Differentiate service features for different customer Preferences	4.00	0.35	75
Develop different service quality levels that suit The customer pocket	4.79	0.81	90
Develop organizational brand image to Create uniqueness	3.00	1.81	41
Develop organizational technology leadership Positioning	4.41	0.69	85

Results on the extent to which logistic firms have applied differentiation strategies were as follows; Develop services targeted to existing Customers 3.89 (large extent), (0.52), (70%), Develop unique customer service Levels 4.20 (large extent), (0.62) and (78%), Develop services according to the needs of the Customers 3.87 (large extent), (1.59) and (66%), Differentiate service features for different customer Preferences 4.00 (large extent), (0.35) and (75%), Develop different service quality levels that suit the customer pocket 4.79 (very large extent), (0.81), and (90%), Develop organizational brand image to create uniqueness 3.00 (small extent), (1.81), and (41%), Develop organizational technology leadership Positioning 4.41 (very large extent), (0.69) and (85%).

4.4 Organization perception of the challenges in strategy implementation

Table 11: Organization perception of the challenges in strategy implementation

Perception on strategy implementation challenges	Mean	Std. Deviation	Percentage
Lack of financial resources	4.89	0.22	95
Poor advances in technology	4.50	0.62	88
Small business margins	3.87	1.59	66
Diminishing business returns	3.50	0.35	45
Increased operational costs	4.79	0.81	90
Stringent regulatory framework	3.00	1.81	41
Competitor activity in strategy mimics	3.41	0.69	44
Lack of top level management commitment	3.90	0.65	70
Lack of employee expertise	2.56	1.56	32

Results on organization perception of the challenges in strategy implementation were as follows: Lack of financial resources 4.89 (very large extent), (0.22) and (95%), Poor advances in technology 4.50 (very large extent), (0.62), (88%), Small business margins

3.87 (large extent), (1.59) and (66%), Diminishing business returns 3.50 (small extent), (0.35), and (45%), Increased operational costs 4.79 (very large extent), (0.81), and (90%), Stringent regulatory framework 3.00 (small extent), (1.81), and (41%), Competitor activity in strategy mimics 3.41 (moderate extent), (0.69), and (44%), Lack of top level management commitment 3.90 (large extent), (0.69) and (70%), Lack of employee expertise 2.56 (small extent), (1.56), and (32%).

4.4.1 Organization executives' perception on attributes in Logistics business

Table 12: Organization executives' perception on attributes in Logistics business

Executives perception on logistics business	Mean	Std. Deviation	Percentage
How to communicate with customers	4.56	0.12	89
Leadership in customer service	3.80	0.52	86
Technology leadership	3.57	0.59	68
Market Share leadership	3.50	0.35	45
Logistic service leadership	4.79	0.81	90
Cost effective service delivery	4.00	0.81	75
Efficiency in service delivery	4.69	0.69	78
Innovation in service delivery	3.90	0.65	70

From Table 12 above, it can be deduced that the following attributes in banking business rank high; Logistic service leadership (4.79), (0.81), (90%), How to communicate with customers (4.56), (0.12), (89%). Efficiency in service delivery (4.69), (0.69), (78%) and Innovation in service delivery (3.90), (0.65), (70%). Other scores were as follows; Leadership in customer service (3.80), (0.52), (86%), Technology leadership (3.57), (0.57), (68%), Market Share leadership (3.50), (0.35), (45%), Cost effective service delivery (4.00), (0.81), (75%).

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The objectives of this study were to identify the competitive strategies that are used by the logistics agencies and establish the challenges encountered by the logistics firms in applying the competitive strategies. This chapter gives a summary of the discussions, conclusions and recommendations drawn after analyzing data.

5.2 Discussions

From the findings it can be deduced that majority of the logistic companies have corporate strategy according to the findings. The findings imply that majority of the companies have corporate strategy.

Results on the extent to which logistic firms have applied corporate strategies showed that logistic companies have applied the following corporate strategies to a large extent; Giving discounts for repeat customers, Rewarding frequent customers, creating membership for regular customers, Maintaining high quality of Services and Implementation of customer feedback System. On the other hand it was found that regularly educating customers about various organizational services and Introducing differential tariffs based on level of repeat services were only applied to a moderate extent. The implication of the findings is that logistic companies maintain high quality of services more than anything else. The management asserted that it is only through this that the firms may have a competitive edge over the others.

The implication of the findings on the extent, to which your organization uses focus generic strategy was that logistic companies use the following focus generic strategies to a large extent; Targeting a specific geographic market, opening new geographical branches, concentrating on main leading customers, Develop organizational technology leadership Positioning Develop different service quality levels that suit the customer

pocket and developing unique customer service Levels. The strategies that were found to be applied only to a small extent were; Targeting a specific sector in the economy, Developing services according to the needs of the Customers, Differentiating service features for different customer Preferences, and developing organizational brand image to create uniqueness.

Results on organization perception of the challenges in strategy implementation showed that the companies use the following strategies to a large extent; Lack of financial resources, Poor advances in technology, small business margins, Lack of top level management commitment and increased operational costs. Bases on the findings it may also be deduced that the following strategies are only used to a small extent; diminishing business returns, stringent regulatory framework, competitor activity in strategy mimics and Lack of employee expertise. The implication of the findings is that there is need to put more emphasis on recruiting and training more staff.

From the findings, it can be deduced that the following attributes in banking business are very important to the management of logistic companies; Logistic service leadership, how to communicate with customers, Efficiency in service delivery and Innovation in service delivery, Leadership in customer service, Technology leadership, Market Share leadership and Cost effective service delivery.

5.3 Conclusions

Based on the findings on extent to which logistic firms have apply corporate strategies it can be deduced that the firms have embraced the following corporate strategies to a large extent; Giving discounts for repeat customers, Reward frequent customers, Create membership for regular customers, Maintain high quality of Services, and Implementation of customer feedback System. On the other hand the following corporate strategies have been applied by the firms to a small extent; regularly educate customers about various organizational services, Introduce differential tariffs based on level of repeat services.

Based on the results on the extent to which your organization uses focus generic strategy, the following conclusions may be drawn; organizations have used the following focus generic strategies to a very large extent; Target a specific geographic market, Concentrate on main leading customers, Develop services according to the needs of the Customers, Differentiate service features for different customer Preferences Develop unique customer service Levels, and Develop organizational technology leadership Positioning.

Based on the results on organization perception of the challenges in strategy implementation it can be concluded that the major challenges in strategy implementation are; Lack of financial resources, Poor advances in technology, Small business margins, and increased operational costs. On the other hand the challenges that are considered minor by the organizations are; that Diminishing business returns, stringent regulatory framework, Competitor activity in strategy mimics and Lack of employee expertise.

The attributes in banking business that were considered to be indicators to competitive advantage by the organizations were; Logistic service leadership, Cost effective service delivery, How to communicate with customers, Efficiency in service delivery and Innovation in service delivery. Other competitive strategies that were considered to contribute to a firm's competitive advantage but to a moderate extent were; Technology leadership and Market Share leadership.

5.4 Recommendations

Based on the findings of this study it is quite evident that the management does have not embraced technology leadership and market share leadership. I would therefore recommend that the firms should incorporate such strategies in order to have a competitive edge in the turbulent and ever changing market environment. The findings of the study also revealed that the major challenges in strategy implementation are lack of financial resources, poor advances in strategy and increased operation costs. I would recommend that the organizations design appropriate resource mobilization methods which are cost effective in order to finance the strategy implementation as well as the routine operations of the organization. For a company to have a competitive advantage in

today's competitive environment, it has to embrace information technology. It is therefore imperative that the management mobilize funds to improve on their information technology. Increased operations costs problem may be solved by adopting cost effective production and operations methods that emphasize on profit maximization and cost minimization.

5.5 Limitations of the study

The study was limited to the perspective of the management (middle and senior) point of view only. Out of 100 logistic firms, 80 participated in the study. The response rate was therefore 80% with a non-response rate of 20%. Therefore the findings may have a marginal error as a result of the non response rate.

Getting hold of the management team to answer the questionnaires was also a big challenge due to lack of time to fill in the questionnaires. This forced the researcher to make several call backs in order to get hold of the respondents. This had cost and time implications on the researcher.

5.6 Suggestions for further research

The study was conducted in only 100 logistic firms. The findings can be verified by conducting the same study on a larger sample in order to validate the results. The study findings are according to the top management point of view. The middle managers views are as well important and should be taken into account. Future researchers may conduct a study targeting both the middle and top level management.

5.7 Implications for Policy and Practice

The findings of this study imply that most logistic firms have a corporate strategy as a policy whose cornerstone is on maintenance of high quality of services to have a competitive edge over the other firms in the sector. Most of the firms in practice highly use similar strategies to maintain their competitive edge. There is thus a need to innovate new strategies of attracting, maintaining and retaining their individual competitive position in the sector.

The common challenges in strategy implementation like; Lack of financial resources, Poor advances in technology, small business margins, Lack of top level management commitment and increased operational costs. The implication of the findings is that there is need to put more emphasis on recruiting and training of staff in the entities with focus to strategy development and implementation.

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APPENDICES:

Appendix I:

Questionnaire

PART A.

General Information.

Please tick or fill as appropriate

1. Name(Optional)
2. Firm/ Organization.....(Optional)
3. Job Title.....
4. Department.....

Logistic Firm information:

1. How do you classify your organization?

- Small domestic owned firm ()
- Large domestic owned firm ()
- Small foreign owned firm ()
- Large foreign owned firm ()

2. Your organization is registered as a:

- Sole Proprietorship ()
- Partnership ()
- Limited Company ()

3. Your organization is registered as a:

- Family owned ()
- Privately owned by various families ()
- Publicly owned by various families ()

4. For how long has your organization operated in Kenya?

- Less than five years ()
- 5 – 15 years ()
- 16 – 30 years ()
- 31 -50 years ()
- Over 50 years ()

5. How many employees does your organization have?

- Less than 5 employees ()
- 5 – 15 employees ()
- 16 – 30 employees ()
- 31 -50 employees ()
- Over 50 employees ()

6. In which of the following sectors does your organization have interests?

- Forwarding by sea ()
- Clearing local ()
- Clearing transit ()

- Transportation ()
- Warehousing ()

PART B.

Competitive Strategies

7. Does your organization have a corporate strategy?

- Yes ()
No ()

8. Please, indicate the extent to which each of the following is applied by your organization on a scale of 1 – 5 where:

5 = *Very large extent*

4 = *Large extent*

3 = *Moderate extent*

2 = *Small extent*

1 = *No extent*

	1	2	3	4	5
○ Give discounts for repeat customers	()	()	()	()	()
○ Reward frequent customers	()	()	()	()	()
○ Create membership for regular customers	()	()	()	()	()
○ Maintain high quality of Services	()	()	()	()	()
○ Implementation of customer feedback Systems	()	()	()	()	()
○ Regularly educate customers about various Organizational services	()	()	()	()	()
○ Introduce differential tariffs based on level of repeat services	()	()	()	()	()

9. To determine the extent to which your organization uses cost leadership generic strategy, please indicate the extent to which each of the following is important to your bank on a scale of 1 to 5.

5 – *Very large extent*

4 – *Large extent*

3 – *Moderate extent*

2 – *Small extent*

1 – *No extent*

	5	4	3	2	1
○ Provide the services at lowest possible costs	()	()	()	()	()
○ Provide the services at the lowest possible price	()	()	()	()	()
○ Develop organizational cost efficiency	()	()	()	()	()
○ Develop efficient scale facilities	()	()	()	()	()

10. To determine the extent to which your organization uses focus generic strategy, please indicate the extent to which each of the following is important to your bank on a scale of 1 to 5.

5 – Very large extent

4 – Large extent

3 – Moderate extent

2 – Small extent

1 – No extent

	5	4	3	2	1
○ Target a specific geographic market	()	()	()	()	()
○ Target a specific sector in the economy	()	()	()	()	()
○ Concentrate on main leading customers	()	()	()	()	()
○ Open new geographical branches	()	()	()	()	()

11. To determine the extent to which your organization uses differentiation generic strategy, please indicate the extent to which each of the following is important to your organization on a scale of 1 to 5.

5 – Very large extent

4 – Large extent

3 – Moderate extent

2 – Small extent

1 – No extent

	5	4	3	2	1
○ Develop services targeted to existing Customers	()	()	()	()	()
○ Develop unique customer service Levels	()	()	()	()	()
○ Develop services according to the needs of the Customers	()	()	()	()	()
○ Differentiate service features for different customer Preferences	()	()	()	()	()
○ Develop different service quality levels that suit The customer pocket	()	()	()	()	()
○ Develop organizational brand image to Create uniqueness	()	()	()	()	()
○ Develop organizational technology leadership Positioning	()	()	()	()	()

PART C.

Strategy Implementation Challenges

13. Please indicate the extent to which your organization perceives the following challenges in strategy implementation on a scale of 1 to 5.

Where:

5; - to a very large extent

4; - to a large extent

3; - to some extent

2; - to a small extent

1; - to no extent at all.

	Least extent			large extent	
	1	2	3	4	5
Lack of financial resources	()	()	()	()	()
Poor advances in technology	()	()	()	()	()
Small business margins	()	()	()	()	()
Diminishing business returns	()	()	()	()	()
Increased operational costs	()	()	()	()	()
Stringent regulatory framework	()	()	()	()	()
Competitor activity in strategy mimics	()	()	()	()	()
Lack of top level management commitment	()	()	()	()	()
Lack of employee expertise	()	()	()	()	()

14. How does your organization executive management consider the following attributes in banking business?

	Least important			Most important	
	1	2	3	4	5
• How to communicate with customers	()	()	()	()	()
• Leadership in customer service	()	()	()	()	()
• Technology leadership	()	()	()	()	()
• Market Share leadership	()	()	()	()	()
• Logistic service leadership	()	()	()	()	()
• Cost effective service delivery	()	()	()	()	()
• Efficiency in service delivery	()	()	()	()	()
• Innovation in service delivery	()	()	()	()	()

****THANK YOU FOR YOUR TIME AND SUPPORT ****

APPENDIX II:

COMPLEMENTARY LETTER TO THE RESPONDENTS:



UNIVERSITY OF NAIROBI.

Date:.....

School of Business,

P. O. Box 30197,

Nairobi – Kenya.

Tel: +254 (020) 732160.

To Whom It May Concern:

The bearer of this letter:.....
Registration number.....Telephone.....is
a master of Business administration (MBA) student at the University of Nairobi.
The student is required to submit, as part of the coursework assessment, a research
project report on a given management problem. We would like the students to do their
projects on real problems affecting firms in Kenya today.
We would therefore appreciate if you assist the student collect data in your organization
to this end. The results of the report will be used solely for purpose of academic research
and in no way will your organization be implicated in the research findings.
A copy of the report would be availed to the interviewed organization(s) on request.

Thank you,

The coordinator, MBA program.

APPENDIX III:

List of Logistics firms.

THE LICENSED CUSTOMS CLEARING AGENTS FOR THE YEAR 2008

S/NO. NAME ADDRESS TELEPHONE TOWN

1 A S K CARGO LTD BOX 14491-00800 020-4444128 NAIROBI
2 A. K. L. FREIGHTERS BOX 99569 041- 2220371 MOMBASA
3 ABBAS TRADERS LTD BOX 80240 041- 2316699 MOMBASA
4 ABDI MUM LTD BOX 86038-80100 041- 2316129 MOMBASA
5 ABOVE AND BEYOND (K) LTD BOX 16491-80100 0722-172420 MOMBASA
6 ACME CONTAINERS LTD BOX 11092-00400 020-2018018 NAIROBI
7 ACTIVE CARGO SERVICES LTD BOX 88301-80112 041- 2491562 MOMBASA
8 ACTIVE LINE LTD BOX 46774-00100 020-4343027 NAIROBI
9 ACTS BUSINESS SYSTEMS BOX 54767 020-553856 NAIROBI
10 ADAIR FREIGHT SERVICES LTD BOX 76308-00508 020-827496 NAIROBI
11 AELA COMPANY LTD BOX 28234-00200 020-2225032 NAIROBI
12 AERO CARGO EXPRESS LTD BOX 7663 020-556279 NAIROBI
13 AERO MARINE CARGO SERVICES LTD BOX 40998-80100 041-2222979 MOMBASA
14 AEROPATH KENYA LTD BOX 4639-00506 020-828537 NAIROBI
15 AEROSEA FREIGHT LOGISTICS LTD BOX 78576-00507 020-2802420 NAIROBI
16 AFFAIRES AFRIQUE LTD BOX 47578-00100 020-607537 NAIROBI
17 AFRICAIR MANAGEMENT & LOGISTICS LTD BOX 19224-00501 020-82753617 NAIROBI
18 AFRICAN COTTON INDUSTRIES LTD BOX 90324 020-225316 NAIROBI
19 AFRICAN MARINE & GENERAL ENGINEERING BOX 90462-80100 041- 2221651-4 MOMBASA
20 AFRICAN SALIHA CARGO AGENCY LTD BOX 6918-00300 020-217237/310876 NAIROBI
21 AFRICARGO LTD BOX 3442-80100 041- 2318523 MOMBASA
22 AFRIFRESH CONVEYORS LTD BOX 4040-00200 020-2044802 NAIROBI
23 AFRIQ FREIGHT SERVICES LTD BOX 56566-00200 020-555222/555133 NAIROBI
24 AFRO RENAISSANCE LTD BOX 56681-00200 020-225151 NAIROBI
25 AGRIQUIP ACCESS E.A LTD BOX 30612-00100 020-535710 NAIROBI
26 AGS WORLDWIDE MOVERS LTD BOX 14061-00800 020-823490 NAIROBI
27 AHERO FREIGHT FORWARDERS BOX 28529 0722-733691 NAIROBI
28 AIR MARITIME (K) LTD BOX 67440 020-553153 NAIROBI
29 AIR CONNECTIONS LTD BOX 39700-00623 020-827090/2/3 NAIROBI
30 AIR GO CONSULTANTS LTD BOX 10243-00400 020-827057 NAIROBI
31 AIR SEAL SERVICES BOX 74490-00200 020-2076749 NAIROBI
32 AIRBAND CARGO FORWARDERS LTD BOX 70904 020-218468 NAIROBI
33 AIRFLO LTD BOX 43340, 00100 020-6608000 NAIROBI
34 AKARIM AGENCIES CO. LTD BOX 32268-00600 020-221880 NAIROBI
35 AL ASEEF IMPEX LTD BOX 40091-80100 041- 2493330 MOMBASA
36 AL-AQMAR FORWARDERS LTD BOX 51-80100 0722-412013 MOMBASA
37 AL-ASHRAF TRADING CO. LTD BOX 87821 041- 2230387 MOMBASA
38 ALBAYAN LOGISTICS LTD BOX 713 053-2062958 ELDORET
39 AL-EMIR LTD BOX 81254 041- 2226830 MOMBASA
40 ALEXANDRIA FREIGHT FORWARDERS LTD BOX 21896-00400 020-243542/3 NAIROBI
41 ALFOST ENTERPRISE BOX 40244 041- 2230448 MOMBASA
42 ALIBHAI RAMJI (MSA) LTD BOX 80398 041- 2224702 MOMBASA
43 AL-IMAN TRADING CO. LTD BOX 84589-80100 041- 2228714 MOMBASA
44 ALIS FREIGHT LTD BOX 26630-00504 020-559373 NAIROBI
45 AL-ITGAN INVESTMENT COMPANY LTD BOX 86651 041- 2038689 MOMBASA
46 ALL CARGO GLOBAL LOGISTICS LTD BOX 9955-00200 020-2043384 NAIROBI
47 ALL MARINE SERVICES LTD BOX 73725 020-535979/81 NAIROBI
48 ALL PORTS LOGISTICS (K) LTD BOX 6197-00300 020-3579105 NAIROBI
49 ALLCLIFF AGENCIES LTD BOX 41615 0722-797983 MOMBASA
50 ALLIANCE EPZ LTD BOX 41748-00100 020-6751248 NAIROBI
51 AL-MUSTAQIM TRADING CO. (K) LTD BOX 16495 041- 2226561 MOMBASA
52 ALOYS & ROY FREIGHT SYSTEMS LTD BOX 70408 020-248935 NAIROBI
53 ALPHA IMPEX LOGISTICS INTERNATIONAL LTD BOX 5207-00100 020-827828 NAIROBI
54 ALPHA LOGISTICS KENYA LTD BOX 48306 020-2711745 NAIROBI
55 ALUJO ENTERPRISES BOX 3005 0722-384653 MOMBASA
56 AL-YUM HAULIERS LTD BOX 1173-80100 041- 435252 MOMBASA
57 AMAAN LOGISTICS & TRADING CO. LTD BOX 80107 041- 2492744 MOMBASA
58 AMAZON DFREIGHT LTD BOX 70150 020-2056494 NAIROBI
59 AMIRAN KENYA LTD BOX 30327-00100 020-824840 NAIROBI
60 ANDY FORWARDERS SERVICES LTD BOX 11364-00400 020-827084 NAIROBI
61 ANKIN COMMERCIAL AGENCIES BOX 12191 020-2225944 NAIROBI
62 ANTHEN FREIGHT SERVICES LTD BOX 3646-00100 020-251774 NAIROBI
63 ANYTIME CLEARING & FORWARDING COMPANY BOX 84267 041- 2224966 MOMBASA
64 APEX STEEL LTD BOX 84080 041-2226471 MOMBASA
65 APOKORI LOGISTICS LTD BOX 16820 041- 2229634 MOMBASA
66 APPAREL AFRICA LTD BOX 83069-80100 041- 2223461 MOMBASA
67 AQUABULK AGENCIES LTD BOX 83457-80100 041- 2023899 MOMBASA

68 AQUAERO CARGO COMPANY LTD BOX 70921-00400 020-241372/3 NAIROBI
 69 ARCPRO LOGISTICS LTD BOX 10408 020-828502/3 NAIROBI
 70 ARPI LTD BOX 18410-00500 020-557173 NAIROBI
 71 ARSENAL CARGO LOGISTICS LTD BOX 9393-00200 020-3746210 NAIROBI
 72 ASCOM SFREIGHTERS & LOGISTICS BOX 43502-00100 020-2015732 NAIROBI
 73 ASHTON APPAREL EPZ LTD BOX 43371 041- 3434251 MOMBASA
 74 ASKEY (K) LTD BOX 15661-00100 020-312271 NAIROBI
 75 ASP COMPANY LTD BOX 41935 020-823901-4 NAIROBI
 76 ASSOCIATED CARGO CONVEYORS LTD BOX 2715 020-552322/3 NAIROBI
 77 ASSOCIATED LINES LTD BOX 19298 020-244813 NAIROBI
 78 ATACO FREIGHT SERVICES CO. LTD BOX 85992-80100 041- 2229634 MOMBASA
 79 AVIATION SOLUTIONS KENYA LTD BOX 27582-00506 020-600313 NAIROBI
 80 AZUSA LTD BOX 331-00202 020-311911 NAIROBI
 81 BAHARI FORWARDERS LTD BOX 90096 041- 2230498 MOMBASA
 82 BAHARI TRANSPORT COMPANY LTD BOX 81829 041- 2220316 MOMBASA
 83 BAKOL FREIGHTERS BOX 35408-00200 020-228434 NAIROBI
 84 BAKRI INTERNATIONAL ENERGY CO. (K) LTD BOX 19095-00501 020-2730003/8/9 NAIROBI
 85 BAKRIZ HOLDINGS LTD BOX 87887 041- 2227944 MOMBASA
 86 BALEX (K) LTD BOX 85-40414 0722-381432 ISEBANIA
 87 BALOZI & BROS LTD BOX 384 0722-282391 MOMBASA
 88 BAMBURI SHIPCHANDLERS (K) LTD BOX 3645-80100 041-2313627 MOMBASA
 89 BAMBURI CEMENT LTD BOX 90202 041-5485501 MOMBASA
 90 BARIO EXIMS LTD BOX 50779 020-246722 NAIROBI
 91 BASHEIKH FREIGHTERS LTD BOX 84629 041- 2311066 MOMBASA
 92 BATA SHOE COMPANY LTD BOX 23-00217 066-71620 LIMURU
 93 BAX LOGISTICS LTD BOX 49387 020-2277138 NAIROBI
 94 BAYLAND FREIGHT SERVICES AGENCIES LTD BOX 87972 041- 2314692 MOMBASA
 95 BAYONNE FREIGHT FORWARDERS BOX 95138 041- 2227548 MOMBASA
 96 BAZAM LTD BOX 299 0722-255560 MIGORI
 97 BEACH LINES LTD BOX 2320 020-4185052 NAIROBI
 98 BEACON MOVERS KENYA LTD BOX 58724-00200 020-2017075 NAIROBI
 99 BECOZI INVESTMENTS BOX 40699-80100 0722-825703 MOMBASA
 100 BEDI INVESTMENTS LTD BOX 230 051-2212320 NAKURU
 101 BEELINE ENTERPRISES LTD BOX 61251 020-2738446 NAIROBI
 102 BELIZE FREIGHT & CARGO SERVICES LTD BOX 72648-00200 0722-469926 NAIROBI
 103 BELT CARGO SERVICES LTD BOX 688-00618 020-4448822 NAIROBI
 104 BELTERS GREEN AGENCY LTD BOX 84469 0724-284994 MOMBASA
 105 BEMACY FREIGHTERS LTD BOX 30970 020-311369 NAIROBI
 106 BEMM IMPORTERS & EXPORTERS LTD BOX 201-00515 020-827640/1 NAIROBI
 107 BENAFRICA KENYA LTD BOX 9808-00100 020-245303 NAIROBI
 108 BENELI FREIGHTERS LTD BOX 52004 020-244805 NAIROBI
 109 BENPA FREIGHT AGENCIES LTD BOX 56 0724-808385 MALABA
 110 BEST EDGE HOLDINGS CO. LTD BOX 57313-00200 020-600096/604842 NAIROBI
 111 BEST FREIGHT CONVEYORS LTD BOX 63772-00619 020-240048/241585 NAIROBI
 112 BEST WING CARGO LTD BOX 73202-00200 020-827388 NAIROBI
 113 BESTFAST CARGO (K) LTD BOX 12562 020-557183/195 NAIROBI
 114 BESTLINES (K) LTD BOX 78789 020-536457 NAIROBI
 115 BETOYO LTD BOX 80600-80100 041-2230300 MOMBASA
 116 BEYOND AFRICA FREIGHTERS LTD BOX 44350 020-2728327/8/9 NAIROBI
 117 BIGTIMER AGENCIES LTD BOX 52004 020-3524450 NAIROBI
 118 BIKHA AGENCIES LTD BOX 99059 041-2223901 MOMBASA
 119 BILATERAL SEMITE-SAP LTD BOX 40070 041- 2222578 MOMBASA
 120 BIMA CLEARING & FORWARDING BOX 22597-00400 020-318815 NAIROBI
 121 BLUE BIRD GARMENTS EPZ LTD BOX 81034-80100 041- 2037852 MOMBASA
 122 BLUE SEAL FREIGHTERS BOX 9690-00300 020-242636 NAIROBI
 123 BLUE WAVES LOGISTICS LTD BOX 9197-00200 0723-432606 NAIROBI
 124 BLUEHILL INVESTMENTS LTD BOX 59342-00200 020-2219027 NAIROBI
 125 BLUESTAR FREIGHTERS LTD BOX 99891-80107 041- 2318608/09 MOMBASA
 126 BLUESTAR INTERNATIONAL LTD BOX 1113-80100 041-3434386 MOMBASA
 127 BLUEWAVES LOGISTICS SERVICES BOX 28995 020-253067 NAIROBI
 128 BOKHARI FREIGHT LTD BOX 81575 041-2220368 MOMBASA
 129 BONFIDE C & F COMPANY LTD BOX 60119-00200 020-2043220 NAIROBI
 130 BORDERLESS LOGISTICS CO. LTD BOX 69821-00400 020-884677 NAIROBI
 131 BOSMAR C & F ENTERPRISES LTD BOX 60738-00200 0722-668706 NAIROBI
 132 BOTANICAL EXTRACTS EPZ LTD BOX 1401-00204 045-22168 ATHI-RIVER
 133 BOX CLEVER (EA) LTD BOX 44298-00200 020-820393 NAIROBI
 134 BRANDED FINE FOODS LTD BOX 99403 041- 2491130 MOMBASA
 135 BRAVILLE AGENCY LTD BOX 43308 041- 2496022 MOMBASA
 136 BRIDGE FREIGHTERS & FORWARDERS LTD BOX 26454-00504 020-553815 NAIROBI
 137 BRIDGECO INTERNATIONAL LTD BOX 22917-00400 0722-753962 NAIROBI
 138 BRIGHT FIELD CARGO LTD BOX 27543-00506 020-827280/79 NAIROBI
 139 BRIGHT MORNING STAR & GENERAL MERCHANDISE CO. LTD BOX 9586-00100 020-827576 NAIROBI
 140 BRINGEL ENTERPRISES LTD BOX 20127-00200 0722-889775 NAIROBI
 141 BRITISH AMERICAN TOBACCO (K) LTD BOX 30000-00100 020-6942000 NAIROBI
 142 BRITS FREIGHTERS LTD BOX 10345-00100 020-4451319 NAIROBI

143 BRYSON EXPRESS LTD BOX 99556-80100 041- 2494087 MOMBASA
 144 BUHAYRAH FREIGHTS LTD BOX 743-00606 020-3755456 NAIROBI
 145 BURHANI EXPRESS LOGISTICS LTD BOX 43549 020-828480/1 NAIROBI
 146 BURHANI FORWARDERS BOX 85018 041- 223826 MOMBASA
 147 BUSTAN FREIGHTERS LTD BOX 83540 041-2318783 MOMBASA
 148 BUSY FREIGHTERS LTD BOX 17041-00510 020-651815 NAIROBI
 149 C K. ROTTUK LTD BOX 999260-80107 041- 2228052 MOMBASA
 150 CALBENS CONVEYORS BOX 83092-80100 041- 2227241 MOMBASA
 151 CALL FAST SERVICES LTD BOX 5199-00100 020-827684/5 NAIROBI
 152 CAMDEL EXPORT & IMPORT LTD BOX 41310-00100 020-313383/313415 NAIROBI
 153 CANAAN INVESTMENTS LTD BOX 67042 020-444939 NAIROBI
 154 CANDID FREIGHTERES BOX 9270-00200 020-317967 NAIROBI
 155 CAPITAL CARGO FREIGHT LTD BOX 19683-00202 020-3003300 NAIROBI
 156 CAPRICON FREIGHT FORWARDERS LTD BOX 99737 041-2316867 MOMBASA
 157 CAR & GENERAL (K) LTD BOX 20001 020-554500 NAIROBI
 158 CARGO CARE INTERNATIONAL BOX 28203-00200 020-828416 NAIROBI
 159 CARGO FRONT INTERNATIONAL LTD BOX 4746-00100 020-2224848 NAIROBI
 160 CARGO LOGISTICS SERVICES LTD BOX 88022 041-2221785 MOMBASA
 161 CARGO NEST KENYA LTD BOX 62166-00200 020-312964 NAIROBI
 162 CARGO POINT INTERNATIONAL LTD BOX 8860-00300 020-341091 NAIROBI
 163 CARGO ROLLERS LTD BOX 73743-00200 020-827634/820388 NAIROBI
 164 CARGO STARS (K) LTD BOX 22323 020-3751522 NAIROBI
 165 CARGO WORLD CONVEYORS LTD BOX 8584-00100 020-827360 NAIROBI
 166 CARGODECK (EA) LTD BOX 81116 041- 2314228 MOMBASA
 167 CARGOLINK SERVICES LTD BOX 79 0736-324391 MALABA
 168 CARJET (K) LTD BOX 70135-00400 020-240180 NAIROBI
 169 CARRAMORE INTERNATIONAL LTD BOX 11778 020-828144/5 NAIROBI
 170 CATESAM ENTERPRISES BOX 3681-00100 020-2725798 NAIROBI
 171 CEBIT CARGO LTD BOX 78486 020-828084 NAIROBI
 172 CEDAR CREST TRADING CO.LTD BOX 81552-80100 041- 2311032 MOMBASA
 173 CERTIS COMPANY BOX 59038 020-312433 NAIROBI
 174 CHAI WAREHOUSING LTD BOX 93324 041- 3433951/3/4 MOMBASA
 175 CHAIRMAN HOLDINGS LTD BOX 260-00242 0722-708498 NAIROBI
 176 CHAISO AGENCIES LTD BOX 82764 041- 2317117 MOMBASA
 177 CHALLENGER LOGISTICS LTD BOX 88427 0722-751288 MOMBASA
 178 CHAMI LTD BOX 40705-00100 020-3533490 NAIROBI
 179 CHARITIES LOGISTICS LTD BOX 99837-80100 041-2222451 MOMBASA
 180 CHEMKA LOGISTICS LTD BOX 43094-00100 0724-852078 NAIROBI
 181 CHIBE FREIGHTERS LTD BOX 83499 041- 2222670 MOMBASA
 182 CHIRO HEIGHTS INVESTMENTS BOX 62947 020-2015830 NAIROBI
 183 CHIVALO INVESTMENTS LTD BOX 42938-80100 0722-959502 MOMBASA
 184 CHROMEL FREIGHTERS LTD BOX 72181-00200 020-2221231 NAIROBI
 185 CIRCLELINES AGENCY BOX 15063-00100 020-311156 NAIROBI
 186 CLASSIC TECHNI-CORE SERVICES BOX 3154 020-248083 NAIROBI
 187 CLAYTONE LOGISTICS LTD BOX 9025-00200 0735-251420 NAIROBI
 188 CLEAR LINK SERVICES LTD BOX 545-80100 041-2311354 MOMBASA
 189 CLEARTECH LOGISTICS LTD BOX 946-00517 020-214516 NAIROBI
 190 COAST PRIFSSIONAL FREIGHTERS LTD BOX 41506 041- 2496058 MOMBASA
 191 COASTLINE AGENCIES BOX 98871-80100 041- 2494728 MOMBASA
 192 COCKS CLEARING & FORWARDING LTD BOX 34693-00100 020-3535594 NAIROBI
 193 COLLECTION ENTERPRISES EA LTD BOX 87598 041-2229544 MOMBASA
 194 COLOSSUS FREIGHT LTD BOX 89416 041- 2314035 MOMBASA
 195 COMPLAST INDUSTRIES LTD BOX 78313-00507 020-534037-9 NAIROBI
 196 CONKEN CARGO FORWARDERS LTD BOX 2832-80100 041- 2226476 MOMBASA
 197 CONSOLIDATED (MSA) LTD BOX 90400-80100 041- 2494481 MOMBASA
 198 CONTINENTAL CARGO SERVICES (K) LTD BOX 22098-00400 020-2223336 NAIROBI
 199 CONTINENTAL FREIGHTERS LTD BOX 1169-00621 020-218619 NAIROBI
 200 CONTINENTAL LOGISTICS NETWORKS LTD BOX 3843-00200 020-217282 NAIROBI
 201 CONVENTIONAL CARGO CONVEYORS LTD BOX 27672-00506 020-537766/9 NAIROBI
 202 CORNER GARAGE TRANSPORT LTD BOX 83002-80100 041- 2314740 MOMBASA
 203 CORNERSTONE LTD BOX 27712-00506 020-550474/5 NAIROBI
 204 CORONET CARGO LTD BOX 75536-00200 020-240485 NAIROBI
 205 CORPORATE AVIATION LTD BOX 19028-00501 020-827157 NAIROBI
 206 CORPORATE BUSINESS FORMS LTD BOX 48084-00100 020-8860623/4 NAIROBI
 207 CORRUGATED SHEETS LTD BOX 83594 041-434486 MOMBASA
 208 CROSS BORDER CARGO LTD BOX 28697-00200 020-243110 NAIROBI
 209 CROSS OCEAN LTD BOX 2648-00202 020-342683 NAIROBI
 210 CROWN INDUSTRIES LTD BOX 40119 - 00100 020-650720/650721 NAIROBI
 211 CRUCIAL CARGO MOVERS BOX 6941-00200 020-241104 NAIROBI
 212 CYKA LOGISTICS LTD BOX 3172-00506 020-230517 NAIROBI
 213 CYKA SHIPPING & LOGISTICS (EA) LTD BOX 18047 020-652558 NAIROBI
 214 DAAS LTD BOX 84640-80100 041-2317661 MOMBASA
 215 DANJO MARINE SERVICES LTD BOX 99268 041- 2220387 MOMBASA
 216 DATA TECHNICAL SERVICES (K) LTD BOX 67272-00200 020-821224/5 NAIROBI
 217 DAVEAIR CARRIERS LTD BOX 55365-00200 020-552774 NAIROBI

218 DAVELINE NETWORK CO. LTD BOX 16874-810100 041- 202064219 MOMBASA
 219 DAVIS & SHIRTLIFF LTD BOX 41762-00100 020-696800 NAIROBI
 220 DEAN LOGISTICS LTD BOX 49218-00100 020-828977/8 NAIROBI
 221 DECO SHIP SERVICES LTD BOX 12636 020-249086 NAIROBI
 222 DEDICATED CARGO FORWARDERS LTD BOX 2549 041-2311177 MOMBASA
 223 DEEPMARK CARGO LTD BOX 43514-00100 020-240661 NAIROBI
 224 DEJAS ENTERPRISES LTD BOX 11718-00100 020-245062 NAIROBI
 225 DELMONTE (K) LTD BOX 147-00100 067-31680/31761 THIKA
 226 DEL-RAY CARGO SERVICES BOX 10854-00100 020-252637 NAIROBI
 227 DELTA EXPRESS BOX 41379 041-2225478 MOMBASA
 228 DESERT COMMERCIAL SHIPPING BOX 90165-80100 020-2227810 NAIROBI
 229 DHL GLOBAL FORWARDING (K) LTD BOX 44469-00100 020-6925100, 550765 NAIROBI
 230 DHL WORLDWIDE EXPRESS (K) LTD BOX 67577 020-6925100/120 NAIROBI
 231 DIDHIA PACKAGING LTD BOX 42571-00100 020-531020/1/2 NAIROBI
 232 DIGITAL CARGO FORWARDERS BOX 71772 020-241603 NAIROBI
 233 DIVERSE CARGO MARINE & AIR SERVICES BOX 40775-80100 041- 2228437 MOMBASA
 234 DLA SCIENTIFIC LTD BOX 7482-00200 020-311602 NAIROBI
 235 DOCKPORT TRADING COURIER BOX 14576-00100 020-828662 NAIROBI
 236 DODHIA BROTHERS BOX 82191-80100 041- 2491449/551 MOMBASA
 237 DODWELL & CO. (EA) LTD BOX 90194 041- 2230060/61 MOMBASA
 238 DON SIMON LTD BOX 42678 0722-353311 MOMBASA
 239 DON-HAN EAST AFRICA (K) LTD BOX 40945 020-342686 NAIROBI
 240 DORALO FORWARDERS COMPANY LTD BOX 41633-80100 041- 2226972 MOMBASA
 241 DORIC ENTERPRISES LTD BOX 58097 020-821116/8 NAIROBI
 242 DOSHI & COMPANY (HARDWARE) LTD BOX 80434 041- 2224414 MOMBASA
 243 DOT.COM CONSULTANTS BOX 12509-00400 0722-300235 NAIROBI
 244 DUME GENERAL AGENCIES LTD BOX 16506 041-2222761 MOMBASA
 245 DUNIYA FORWARDERS BOX 99856 041-2227307 MOMBASA
 246 EAST AFRICA CARGO LOGISTICS LTD BOX 80503 041-2230213 MOMBASA
 247 EAST AFRICA CHAINS LTD BOX 42754 020-531376/9 NAIROBI
 248 EAST AFRICAN COURIER LTD BOX 52114-00200 020-2826000 NAIROBI
 249 EAST AFRICAN EXPRESS LTD BOX 54579 020-341150 NAIROBI
 250 EASTERN CARGO LTD BOX 67058-00200 020-248053 NAIROBI
 251 ECHKEN AGENCIES LTD BOX 80395-80100 041- 2495470 MOMBASA
 252 ECONOMIC CARRIERS LTD BOX 86489 041- 221723 MOMBASA
 253 ECU-LINE (K) LTD BOX 94066-80107 041-2311563 MOMBASA
 254 EDGA SERVICES LTD BOX 12881-00400 020-250034 NAIROBI
 255 EFFECTIVE CARGO CONSOLIDATOR LTD BOX 28706-00200 020-2220403 NAIROBI
 256 ELKA CARGO KENYA LTD BOX 61862-00200 020-2223916 NAIROBI
 257 EMASA KENYA CLEARING & FORWARDING LTD BOX 537 055-22154 BUSIA
 258 EMERGENCY RELIEF SUPPLIES LTD BOX 770 -00600 020-2730598 NAIROBI
 259 EMKE GARMENTS (K) LTD BOX 1556 041- 3432282 MOMBASA
 260 EMPIRE LOGISTICS SERVICES LTD BOX 11977-00400 020-652372 NAIROBI
 261 ENCO GLOBAL BOX 1035-00100 020-245536 NAIROBI
 262 EREMO STORES LTD BOX 52343-00200 020-4446046 NAIROBI
 263 ERI-KENYA LTD BOX 11866-00400 020-218649/342237 NAIROBI
 264 ESRO FREIGHTERS LTD BOX 3196-00100 020-8217770 NAIROBI
 265 ESTON CARGO LINKS LTD BOX 8649-00200 020-250367 NAIROBI
 266 EURASIAN FREIGHT FORWARDERS BOX 42079 041- 2230298 MOMBASA
 267 EURO ONE KENYA BOX 149917 020-4444696 NAIROBI
 268 EURONIPS LTD BOX 11-00517 020-3535849 NAIROBI
 269 EVERLAST ENTERPRISES LTD BOX 38787 020-2210472 NAIROBI
 270 EXPOLANKA FREIGHT LTD BOX 49096-00100 020-3512122 NAIROBI
 271 EXPORT CONSOLIDATION SERVICES (K) LTD BOX 1846 041- 2228501 MOMBASA
 272 EXPORT TRADING CO. LTD BOX 57661 020-2722626/7 NAIROBI
 273 EXPRESS (K) LTD BOX 40433-00100 020-3002371-75 NAIROBI
 274 F.Y. SIMBA SHIPPING AGENTS BOX 81076 041- 2226119 MOMBASA
 275 FAIDA CARGO SERVICES BOX 69508-00400 020-602995 NAIROBI
 276 FAIMA VENTURES LTD BOX 551-00502 020-828880/1 NAIROBI
 277 FAMO FORWARDERS LTD BOX 81400-80100 041- 2311945 MOMBASA
 278 FASMU FREIGHT FORWARDERS LTD BOX 1994-80100 041- 2013348 MOMBASA
 279 FAST CARGO MASTERS (K) LTD BOX 40495-80100 041-2318709 MOMBASA
 280 FAST FREIGHT SERVICES LTD BOX 13006-00100 020-221043 NAIROBI
 281 FAST WINGS CLEARING & FORWARDING COMPANY BOX 85778-80100 041-2311187 MOMBASA
 282 FASTA INTER-NETWORK AGENCY BOX 84844-80100 041- 2230911 MOMBASA
 283 FASTLANE FREIGHT FORWARDERS LTD BOX 51644-00200 020-827326 NAIROBI
 284 FEDERAL FREIGHT & TRANSPORT LTD BOX 15644 020-306092 NAIROBI
 285 FEEDERLINK LOGISTICS LTD BOX 95061-80104 041-2223166 MOMBASA
 286 FERIDA ENTERPRISES LTD BOX 43303 041-2317248 MOMBASA
 287 FILIKEN TRANSIT FORWARDERS LTD BOX 90723 041-2490291 MOMBASA
 288 FILMLINE LTD BOX 76531 020-606551 NAIROBI
 289 FIRST AFRICA FREIGHT CONVEYORS LTD BOX 86182-80100 041-2318108 MOMBASA
 290 FIRST OPTIC SOLUTIONS BOX 52725 020-553856 NAIROBI
 291 FLEET FREIGHTERS LTD BOX 17583-00500 020-2216167 NAIROBI
 292 FLIWAY (K) LTD BOX 8363-00100 020-313168 NAIROBI

293 FLORIDIANA FORWARDERS BOX 97084 0722-841443 MOMBASA
 294 FLOWERWINGS EXPRESS (K) LTD BOX 43359-00100 020-822777/8/9 NAIROBI
 295 FOAM MATTRESS LTD BOX 230 057-2024940 KISUMU
 296 FOCUS INITIATIVE IMPORT & EXPORT CO. LTD BOX 19091-00100 020-310468 NAIROBI
 297 FOR YOU CARGO (K) LTD BOX 21598-00100 020-827913 NAIROBI
 298 FOSTER FORWARDERS BOX 42393-00100 020-244237 NAIROBI
 299 FOX INTERNATIONAL LOGISTICS LTD BOX 5295-00200 020-827405/6 NAIROBI
 300 FRA ALEX TOP FREIGHTERS BOX 40915-00100 020-312220 NAIROBI
 301 FRAMIC CARGO AGENCIES LTD BOX 9119-00300 020-530048 NAIROBI
 302 FRANK AND GEOFFREY CARGO LTD BOX 74245-00200 0724-297528 NAIROBI
 303 FRANKLINE CARGO SERVICES BOX 10083-00100 020-822200 NAIROBI
 304 FREDTECH FORWARDERS (K) LTD BOX 87100 041-2225781 MOMBASA
 305 FREIGHT CARE LOGISTICS LTD BOX 99335 041-2228468 MOMBASA
 306 FREIGHT COMMANDOS LTD BOX 58453-00200 020-215169 NAIROBI
 307 FREIGHT CONSULTANTS LTD BOX 45376-00200 020-824096 NAIROBI
 308 FREIGHT FORWARDERS (K) LTD BOX 90682-80100 041- 2227573/5 MOMBASA
 309 FREIGHT IN TIME LTD BOX 41852-00100 020-82724819 NAIROBI
 310 FREIGHT LOGIX (K) LTD BOX 25379-00603 020-3872745 NAIROBI
 311 FREIGHT POINT LTD BOX 17635-00500 041-2225002 MOMBASA
 312 FREIGHT SHORE AGENCIES LTD BOX 4248-00200 020-311231 NAIROBI
 313 FREIGHT SOLUTION (K) LTD BOX 5060-00506 020-828366 NAIROBI
 314 FREIGHT WINGS LTD BOX 44218-00100 020-822085 NAIROBI
 315 FREIGHT WORX LOGISTICS LTD BOX 99985-80100 041-2317759 MOMBASA
 316 FREIGHTCARE LTD BOX 69786-00400 020-858075/4 NAIROBI
 317 FREIGHTWELL EXPRESS LTD BOX 1922 041- 2224822- MOMBASA
 318 FREIGHTWIDE CARGO LTD BOX 83360 041- 2312748 MOMBASA
 319 G4'S SECURITY (K) LTD BOX 30242-00200 020-6980000 NAIROBI
 320 GALACTIC LTD BOX 25640 020-315832 NAIROBI
 321 GALLIN HOLDINGS LTD BOX 989000-80100 041- 2313860 MOMBASA
 322 GAMARA INVESTMENTS LTD BOX 97376 041-2317740 MOMBASA
 323 GAMMA VILLA LTD BOX 44734 020-213936 NAIROBI
 324 GENERAL CARGO SERVICES LTD BOX 86322-80100 041- 2493061/62/63 MOMBASA
 325 GENERAL FREIGHTERS LTD BOX 38610 020-827354/7 NAIROBI
 326 GENERAL MOTORS (EA) LTD BOX 5 30527 020-6936222 NAIROBI
 327 GEORINE AGENCIES LTD BOX 84079 041-2226308 MOMBASA
 328 GEORMAN CARGO SERVICES LTD BOX 55487-00200 020-341145 NAIROBI
 329 GIMBCO FREIGHT LTD BOX 66935-00200 020-827668 NAIROBI
 330 GLOBAL BUSINESS COMMANDERS LTD BOX 82548 -80100 041- 2229381 MOMBASA
 331 GLOBAL FREIGHT LOGISTICS LTD BOX 45787-00100 020-822012/822455 NAIROBI
 332 GLOBE FORWARDERS LTD BOX 84309 041- 2225675/2312011 MOMBASA
 333 GLOBUS FREIGHTERS LTD BOX 86927 041- 2317317 MOMBASA
 334 GOEMWA CARGO SERVICES BOX 93098 041-2315942 MOMBASA
 335 GOLDEN SPARROW FREIGHTERS LTD BOX 68150 020-246604 NAIROBI
 336 GOLDFIELDS CLEARING & FORWARDING BOX 1951-00200 020-341114 NAIROBI
 337 GOLDWELL FORWERDERS LTD BOX 42252 041- 2226149 MOMBASA
 338 GOODMAN INTERNATIONAL LTD BOX 38823-00623 020-446684/5/6 NAIROBI
 339 GRACE REMOVALS LTD BOX 12179-00400 020-319208 NAIROBI
 340 GREAT ANCHOR CARGO LTD 4542-00100 020-828161/2 NAIROBI
 341 GREATSPAN MARITIME SERVICES BOX 3278-80100 041- 2318887/9 MOMBASA
 342 GREEN ISLAND CHANDLERS (K) LTD BOX 88244 041- 2229993 MOMBASA
 343 HABO AGENCIES LTD BOX 66904 041-222232 NAIROBI
 344 HACO INDUSTRIES LTD BOX 43903-00100 020-8642000 NAIROBI
 345 HAMBU FREIGHT SERVICES LTD BOX 99132-80107 041- 2222850 MOMBASA
 346 HAPPY WORLD FREIGHTERS LTD BOX 28943-00200 020-243088 NAIROBI
 347 HARRIBET FREIGHT SERVICES LTD BOX 99460 041-2225588 MOMBASA
 348 HASA AGENCIES LTD BOX 1384 041- 2026125 MOMBASA
 349 HASHI IMPEX LTD BOX 10795-00100 020-2215088 NAIROBI
 350 HASMAD CARGO LTD BOX 289-00610 020-246645 NAIROBI
 351 HASS PETROLEUM (K) LTD BOX 76337-00508 020-2711586 NAIROBI
 352 HEBATULLAH BROTHERS LTD BOX 41008 020-820100 NAIROBI
 353 HEME FREIGHTERS BOX 1156 0722-276499 MOMBASA
 354 HERMATON CARGO FORWARDERS LTD BOX 16588 041- 2222670 MOMBASA
 355 HERMOON AGENCIES LTD BOX 89243-80100 041-2318984 MOMBASA
 356 HIGH TECH FREIGHT NOVERA BOX 20062-00200 020-537465 NAIROBI
 357 HIGHLANDS FORWARDERS LTD BOX 75631-00200 020-552753/61 NAIROBI
 358 HI-SPEED FREIGHT SERVICES LTD BOX 3970-00100 020-827549/50 NAIROBI
 359 HOLLYWOOD FREIGHT AGENCIES LTD BOX 62514-00200 020-313775 NAIROBI
 360 HOMELAND FREIGHT LTD BOX 57571 020-537785 NAIROBI
 361 HOMELINE CONSOLIDATION SERVICES LTD BOX 43368 041-2318252 MOMBASA
 362 HORIKEN FREIGHTERS LTD BOX 68174-00200 020-553856 NAIROBI
 363 HORIZON EXPRESS CO. LTD BOX 54377-00200 020-559888 NAIROBI
 364 HORIZON FREIGHT FORWARDERS LTD BOX 6275-00200 020-240403/318772 NAIROBI
 365 HURON FREIGHTERS LTD BOX 94044-80107 041- 2226589 MOMBASA
 366 ICEBERG MOVERS ENTERPRISES BOX 7027-00200 020-315732 NAIROBI
 367 IFRA SERVICES LTD BOX 40626-00100 020-769171 NAIROBI

368 IMENTI FREIGHT LTD BOX 68056-00200 020-530950 NAIROBI
 369 IMPEX FREIGHT LTD BOX 49838-00100 020-342179 NAIROBI
 370 IMPEX LOGIST LTD BOX 99107-80107 041- 2227433 MOMBASA
 371 IMPEX LOGISTICS BOX 8044-00200 020-2066884 NAIROBI
 372 INCOTERMS LOGISTICS SOLUTIONS (K) LTD BOX 85663 041-2226778 MOMBASA
 373 INGO'NI ENTERPRISES BOX 42765-80100 041-2226650 MOMBASA
 374 INLAND AFRICA LOGISTICS LTD BOX 3457-80100 041- 2312596 MOMBASA
 375 INSTA PRODUCTS (EPZ) LTD BOX 1231-00606 045-22961/2 NAIROBI
 376 INSTANT FREIGHT FORWARDERS BOX 23978-00100 0722-543861 NAIROBI
 377 INTEGRATED LOGISTICS CO. LTD BOX 67405-00200 020-553983 NAIROBI
 378 INTELLIGENT LOGISTICS SOLUTIONS LTD BOX 41322-00100 020-2217785 NAIROBI
 379 INTER COMMODITY & FREIGHT CENTRE LTD BOX 72135 020-312840 NAIROBI
 380 INTERCITIES FREIGHT & SHIPPING LTD BOX 220-00618 020-343483/5 NAIROBI
 381 INTERFREIGHT EAST AFRICA LTD BOX 80741-80100 041- 2224658 MOMBASA
 382 INTERKEN ENTERPRISES BOX 69910-00400 020-344123 NAIROBI
 383 INTERMODEL COMMODITIES LTD BOX 88696 041-2314239 MOMBASA
 384 INTERNATIONAL BIBLE STUDENTS ASSOCIATION BOX 47788-00100 020-3873211 NAIROBI
 385 INTERNATIONAL COMMERCIAL CO, (K) LTD BOX 48774 020-340741 NAIROBI
 386 INTERNATIONAL COMMITTEE OF THE RED CROSS BOX 34071-00100 020-828220/1/2 NAIROBI
 387 INTERNATIONAL FOREIGN TRADE CO. LTD BOX 30398-00100 020-228356 NAIROBI
 388 INTERNET TRADE CONVEYORS BOX 99676 041- 2224235 MOMBASA
 389 INTERPORT CARGO LOGISTICS BOX 12995-00100 020-318280 NAIROBI
 390 INTERPORT CLEARING SERVICES LTD BOX 59132-00200 020-555405 NAIROBI
 391 INTERWORLD EXPRESS LINES LTD BOX 87986 041- 3577034 MOMBASA
 392 INTIME FREIGHT & CARGO SERVICES CO LTD BOX 23168-00100 020-318522 NAIROBI
 393 INTRALINE SHIPPING & LOGISTICS (K) LTD BOX 43458-80100 041- 2318163/4 MOMBASA
 394 INTRASPAX FREIGHTERS BOX 50020 020-242621 NAIROBI
 395 INTRASPEED LTD BOX 86043 041- 2224211 MOMBASA
 396 ISALILY LOGISTICS SERVICES BOX 35106-00200 020-3538716 NAIROBI
 397 ISLAND FREIGHTERS LTD BOX 99924-80107 041- 2318203 MOMBASA
 398 ITAROME AGENCIES LTD BOX 45402 020-651824 NAIROBI
 399 J.B. MAINA & CO. LTD BOX 81307-80100 041- 2226047 MOMBASA
 400 JACKA AGENCIES BOX 66732 020-2224447 NAIROBI
 401 JAKAL SERVICES LTD BOX 86874-80100 041-2229435 MOMBASA
 402 JAMBO TRADERS LTD BOX 40432-80100 041- 2317166 MOMBASA
 403 JAMES FINLAY KENYA LTD BOX 84619 041- 2221909 MOMBASA
 404 JAMIL LOGISTICS & SUPPLIES LTD BOX 73199-00200 020-4764482 NAIROBI
 405 JAMKA AGENCIES BOX 12286-00100 0722-559654 NAIROBI
 406 JEDIMA TRADE AGENCIES LTD BOX 73278-00200 020-221205113 NAIROBI
 407 JEMI FREIGHT LTD BOX 4237-0056 020-2301551 NAIROBI
 408 JET FLOWERS LLTD BOX 19246 020-824740 NAIROBI
 409 JIHAN FREIGHTERS LTD BOX 91287-80103 041- 2223939 MOMBASA
 410 JIPE HOLDINGS LTD BOX 3824-00506 020-2022325 NAIROBI
 411 JOAZI INVESTMENTS LTD BOX 50836-00200 020-310518 NAIROBI
 412 JOEGRKA ENTERPRISES BOX 1814-80100 041-2319141 MOMBASA
 413 JOES FREIGHTERS LTD BOX 56553 020-825246 NAIROBI
 414 JOLSE LTD BOX 8112 041-2318085 MOMBASA
 415 JOLYDUD INVESTMENT LTD BOX 8 23 ISEBANIA
 416 JOSIM AGENCIES LTD BOX 98870 041-2222596 MOMBASA
 417 JOWAK AGENCIES LTD BOX 16211-00100 020-341503 NAIROBI
 418 JOWAKA SUPERLINKS LTD BOX 62732 020-253797 NAIROBI
 419 JUATECH AGENCIES BOX 5095 020-602625 NAIROBI
 420 JUWELLS TRADING CO. LTD BOX 16527-80100 041-2318709 MOMBASA
 421 K B FREIGHTERS LTD BOX 83636-80100 041-2316292/393 MOMBASA
 422 KACHOLA ENTERPRISES LTD BOX 93444 041-2317012 MOMBASA
 423 KAISER AGENCIES LTD BOX 26182 041- 2223174 MOMBASA
 424 KAITI FREIGHTERS LTD BOX 93832 041-2317887 MOMBASA
 425 KAKSINGRI FREIGHT DEVELOPMENT BOX 53025-00200 020-2199170 NAIROBI
 426 KAMAR CLEARING & FORWARDING HOUSE BOX 98437 041- 2220294 MOMBASA
 427 KANA FREIGHT LOGISTICS BOX 75362 020-2170757 NAIROBI
 428 KANDITO FREIGHT AGENCIES BOX 1704- 80100 041-2220295 MOMBASA
 429 KANJE FREIGHTERS BOX 101 0733-824622 NAMANGA
 430 KANKAM EXPORTS LTD BOX 10463-00400 020-3514612 NAIROBI
 431 KANSEI CLEARING & FORWARDING CO. LTD BOX 33471 020-249879 NAIROBI
 432 KAPRIC APPARELS EPZ LTD BOX 81579 041-3432609 MOMBASA
 433 KAPWELL ENTERPRISES LTD BOX 53226-00200 020-250664 NAIROBI
 434 KATE FREIGHT & TRAVEL LTD BOX 59280-00200 020-532020 NAIROBI
 435 KAWAISON INTERNATIONAL LTD BOX 54401-00200 020-311052/3 NAIROBI
 436 KEARSLEY FREIGHT SERVICES LTD BOX 4642-00506 0735-202456 NAIROBI
 437 KEBIMEX FREIGHTERS LTD BOX 667 041- 2222215 MOMBASA
 438 KEIHIN MARITIME SERVICES LTD BOX 42197 041- 2230349 MOMBASA
 439 KELIMA FORWARDERS LTD BOX 49, KAMURIAI 0724-264110 MALABA
 440 KELVIN & HANNINGTON INTERANATIONAL LTD BOX 16714 0722-380186 NAIROBI
 441 KEMS FREIGHTERS (K) LTD BOX 2265-80100 041-2222596 MOMBASA
 442 KEN,MARK CONSULTANTS BOX 25906 041-2318706 MOMBASA

443 KENAFRIC INDUSTRIES LTD BOX 39257 020-8645000 NAIROBI
 444 KENED INTERNATIONAL COMPANY LTD BOX 1032 057-2023230 KISUMU
 445 KENFREIGHT (EA) LTD BOX 88598 041- 2316800/1/2 MOMBASA
 446 KEN-KNIT (K) LTD BOX 142 053-2032644/5 ELDORET
 447 KENREVV CARGO CONVEYORS BOX 81273 041-2315706 MOMBASA
 448 KENSHADE TRADING AGENCIES LTD BOX 688-00200 020-651862 NAIROBI
 449 KENTAN SERVICES LTD BOX 11290-00400 020-789924 NAIROBI
 450 KENTON FREIGHTERS BOX 57099-00200 045-41128 NAIROBI
 451 KENUGA ENTERPRISE BOX 2592 057-2222351 KISUMU
 452 KENWAYS EXPRESS LTD BOX 3376 041-2317088 MOMBASA
 453 KENYA AIRFORCE BOX 41584-00100 020-6764401 NAIROBI
 454 KENYA AIRWAYS LTD BOX 19002 020-6423000 NAIROBI
 455 KENYA BONDED WAREHOUSE COMPANY BOX 80522 041- 2311577 MOMBASA
 456 KENYA DUTY FREE COMPLEX LTD BOX 19122 020-827123 NAIROBI
 457 KENYA GENERAL INDUSTRIES LTD BOX 80287 0733-413301 MOMBASA
 458 KENYA GRANGE VEHICLE INDUSTRIES LTD BOX 17941 020-553699 NAIROBI
 459 KENYA HAULAGE AGENCY LTD BOX 40388 041-3434374 MOMBASA
 460 KENYA TRADING (EPZ) LTD BOX 78788-00507 020-532040/50 NAIROBI
 461 KENYA VEHICLE MANUFACTURERS LTD BOX 1436 067-21711-5 THIKA
 462 KENYA WINE AGENCIES LTD BOX 40500 020-530566 NAIROBI
 463 KEYNOTE LOGISTICS LTD BOX 15023-00200 020-240549 NAIROBI
 464 KIAMBA CLEARING & FORWARDING LTD BOX 46826-00100 020-534410 NAIROBI
 465 KIDIMA ENTERPRISES LTD BOX 41620 020-227500 NAIROBI
 466 KIKAI ENTERPRISES & AGENCIES LTD BOX 86627 041-2228873 MOMBASA
 467 KILINDINI INVESTMENTS LTD BOX 84600 041- 2221933 MOMBASA
 468 KIMAKIMWE LTD BOX 44298 020-820393 NAIROBI
 469 KIMCLEAR ENTERPRISES BOX 596-00515 020-827673 NAIROBI
 470 KIMNET AGENCIES BOX 88908-0100 0722-721994 MOMBASA
 471 KINGS CARGO AGENCIES LTD BOX 18498-00500 020-535916/25 NAIROBI
 472 KINGS FREIGHT LOGISTICS LTD BOX 51479-00200 020-2224944 NAIROBI
 473 KIPKEBE LTD BOX 97979 041- 2228404 MOMBASA
 474 KISA FREIGHTERS LTD BOX 83236-80100 0722-319552 MOMBASA
 475 KISAINGU TRASPORTERS LTD BOX 67902-00200 020-826144/5 NAIROBI
 476 KOFEXCO LTD BOX 80716 041- 2230507 MOMBASA
 477 KOSO TRADING AGENCIES LTD BOX 85211 041- 231751/0733555368 MOMBASA
 478 KRYSTALLINE SALT LTD BOX 43114-00100 020-82490315 NAIROBI
 479 KUEHNE + NAGEL LTD BOX 69979-00400 020-660000 NAIROBI
 480 KURTZ FREIGHTERS TOURS & SAFARIS BOX 11400-00100 020-344154 NAIROBI
 481 KWANJETEKA ENTERPRISES BOX 16816 041- 224792/225552 MOMBASA
 482 LABORATORY & ALLIED LTD BOX 42875-00100 020-530101/530141 NAIROBI
 483 LAND BRIDGE FREIGHTERS BOX 98971 041- 2222484 MOMBASA
 484 LANSAIR LTD BOX 745-00200 020-604272 NAIROBI
 485 LEENA APPARELS LTD BOX 89172 041- 3434314 MOMBASA
 486 LEIGHNICKS COMPANY LTD BOX 74687 020-219873 NAIROBI
 487 LEMCO FREIGHT FORWARDERS LTD BOX 2473-00100 020-7123273 NAIROBI
 488 LENGU BUSINESS SUCCESS LTD BOX 1583 041-2225769 MOMBASA
 489 LENKAN CARGO AGENCIES LTD BOX 19798-00100 020-3506467 NAIROBI
 490 LIBERTY FREIGHTERS LTD BOX 6173-00200 020-217232 NAIROBI
 491 LIDAN ENTERPRISES LTD BOX 87064 041-2221925 MOMBASA
 492 LIMUTTI HOLDINGS LTD BOX 82596 041- 2222238 MOMBASA
 493 LINKAGE CONVEYORS LTD BOX 3346 041-2223107 MOMBASA
 494 LINO STATIONERS (K) LTD BOX 46268-00100 020-229241/2/3 NAIROBI
 495 LIVERCOT IMPEX LTD BOX 83447 041- 3434394 MOMBASA
 496 LOGISTIC CENTRE SERVICES BOX 61061-00200 020-201707 NAIROBI
 497 LOGISTICS FREIGHT LTD BOX 39202 020-246097/8 NAIROBI
 498 LOGISTICS SERVICES LTD BOX 83154 041- 2225211 MOMBASA
 499 LOGISTICS SOLUTIONS COMPANY LTD BOX 17047-80100 041-2318090 MOMBASA
 500 LOMS FREIGHT FORWARDERS LTD BOX 16664 041-2314018 MOMBASA
 501 LOW SEA INTERNATIONAL AGENCIES LTD BOX 41633-80100 041-2229776 MOMBASA
 502 LULU LTD BOX 742-80100 041- 2318637 MOMBASA
 503 LUXYWAYS LTD BOX 40518-80100 0721-217110 MOMBASA
 504 LYNX LOGISTICS LTD BOX 87821 0722-410895 MOMBASA
 505 M.C. GLOBAL BOX 9074-00200 020-2230458 NAIROBI
 506 M.J. CLARKE LTD BOX 41802 041- 2226114 MOMBASA
 507 MABATI ROLLING MILLS LTD BOX 271-00204 20-6427000 ATHI-RIVER
 508 MABITA COMPANY LTD BOX 42077-80100 041- 2228052/222 MOMBASA
 509 MACSIM CARGO SERVICES LTD BOX 2202-00200 020-2216260 NAIROBI
 510 MAERSK KENYA LTD BOX 89911-80100 041- 2221277/9 MOMBASA
 511 MAERSK LOGISTICS LTD BOX 43986-00100 020-222173 NAIROBI
 512 MAFLO FREIGHT LTD BOX 23846-00100 020-2051020 NAIROBI
 513 MAGADI SODA COMPANY LTD BOX 1-00205 6999000 MAGADI
 514 MAGOT FREIGHT SERVICES LTD BOX 87959 041-2222187 MOMBASA
 515 MAINKAM LTD BOX 28348-00200 020-2223442 NAIROBI
 516 MAPLE FREIGHT SERVICES BOX 27007-00100 020-41027 NAIROBI
 517 MAPS INVESTMENT SERVICES LTD BOX 8233-00200 020-822672 NAIROBI

518 MARACA ENTERPRISES LTD BOX 77435-00611 020-822112 NAIROBI
 519 MAREBA EXPRESS CARGO LTD BOX 81192-80100 020-2723856 NAIROBI
 520 MARENO COMPANY LTD BOX 2956-80100 041-2229462 MOMBASA
 521 MARGIE AGENCIES (K) LTD BOX 54470-00200 020-250612 NAIROBI
 522 MARICHOR MARKETING SERVICES LTD BOX 2485-30100 053-2062804 ELDORET
 523 MARINO CLEARING & FORWARDING LTD BOX 88537 041- 2491821 MOMBASA
 524 MARITIME FREIGHT CO. LTD BOX 99611 041- 2220075 MOMBASA
 525 MARKRIECH (AFRICA) LTD BOX 88335-80100 041- 2224779 MOMBASA
 526 MARKS ENTERPRISES LTD BOX 46603-00100 041- 600855 MOMBASA
 527 MARYMAC FREIGHT COMPANY BOX 88054 041- 2229185 MOMBASA
 528 MAST INVESTMENTS COMPANY LTD BOX 40156-80100 041- 2227832 MOMBASA
 529 MASTER CARGO LTD BOX 43112 041-2228768 MOMBASA
 530 MATSINBERG C & F Co. Ltd BOX 50796-00200 020-822312 NAIROBI
 531 MAYA DUTY FREE LTD BOX 45882 020-826163/4/5 NAIROBI
 532 MAYA FREIGHT LTD BOX 49125 020-822017 NAIROBI
 533 MAYOJN ENTERPRISES LTD BOX 79094-00400 020-651238 NAIROBI
 534 MBAMULS FREIGHT SERVICES BOX 46210-00100 0722-882668 NAIROBI
 535 MBARAKI PORT WAREHOUSES (K) LTD BOX 80066 041-2229062 MOMBASA
 536 MEADOW AGENCIES LTD BOX 82077-80100 041- 3432661 MOMBASA
 537 MECHANISED CARGO SYSTEMS LTD BOX 51021 020-822222 NAIROBI
 538 MECKAN HOLDINGS LTD BOX 3083 041- 2228121 MOMBASA
 539 MEDITERRANEO EXPRESS LTD BOX 98979-80100 041- 315147 MOMBASA
 540 MEGAFREIGHT INTERNATIONAL CO. LTD BOX 22651-00100 020-310329 NAIROBI
 541 MENHIR LTD BOX 85543-80100 041- 2222300/340 MOMBASA
 542 MEPRO TRADE LTD BOX 50836-00200 020-230696 NAIROBI
 543 MERCANTILE INTERNATIONAL LTD BOX 87508-80100 041- 2038656 MOMBASA
 544 MERCHANT TECHNICAL SERVICES LTD BOX 40242-80100 041- 2227204 MOMBASA
 545 METALINK INTERNATIONAL LTD BOX 87831 041- 2039600 MOMBASA
 546 METEOR FREIGHT FORWARDERS CO. LTD BOX 71953-00400 020-557322 NAIROBI
 547 MIDWAVE FREIGHTERS LTD BOX 62365 020-650364/5 NAIROBI
 548 MIG FORWARDERS BOX 186 0722-898111 ISEBANIA
 549 MILESTONE IMPORT & EXPORT LTD BOX 57032-00100 0722-714725 NAIROBI
 550 MILLEAGE ENTERPRISES LTD BOX 9330-00300 020-828184 NAIROBI
 551 MILLENIUM AGENCIES LTD BOX 80031-80100 041-2230175 MOMBASA
 552 MILLENIUM AVITION SERVICES BOX 80785 041- 2230387 MOMBASA
 553 MILLENNIUM FREIGHT LOGISTICS LTD BOX 99746 041-2220781 MOMBASA
 554 MIRAGE FASHIONWEAR EPZ LTD BOX 538-00204 045-22080/3 ATHI-RIVER
 555 MIRITINI KENYA LTD BOX 18178-00500 020-531636/4 NAIROBI
 556 MIRO AGENCIES (EA) LTD BOX 2156-00200 020-2219886/7 NAIROBI
 557 MISHALE FREIGHTERS LTD BOX 4849-00506 020-342448 NAIROBI
 558 MITCHELL COTTS FREIGHT (K) LTD BOX 42485 041- 2225509 MOMBASA
 559 MIZPAH TOTAL SOLUTIONS LTD BOX 19954-00100 020-312570 NAIROBI
 560 MODA FREIGHT FORWARDERS LTD BOX 99946 0722-430936 MOMBASA
 561 MODERN LOGISTICS LTD BOX 40410-80100 041- 2224555 MOMBASA
 562 MOHABAB ENTERPRISES BOX 00610-1620 020-603784 NAIROBI
 563 MOM BASA COFFEE LTD BOX 88623-80100 041- 2312948/9 MOMBASA
 564 MOMBASA COMMERCIAL & INDUSTRIAL ENTERPRISES LTD BOX 81124 041- 2228040 MOMBASA
 565 MONIKS AGENCIES LTD BOX 75279 020-555961 NAIROBI
 566 MONSOON MOVERS LTD BOX 2561-80100 020-2065064 MOMBASA
 567 MOREVO AGENCY BOX 2014 0722-641290 MOMBASA
 568 MORGAN AIR CARGO LTD BOX 6795-00200 020-827236 NAIROBI
 569 MORNING GLORY FREIGHT SERVICES LTD BOX 95314-80104 041- 2223542 MOMBASA
 570 MOSEL ENTERPRISES LTD BOX 41184-80100 041- 2128246 MOMBASA
 571 MRIS AGENCIES LTD BOX 21780-00505 020-3878268 NAIROBI
 572 MTAPANGA AGENCIES LTD BOX 90543 041- 227430/1 MOMBASA
 573 MTEL (K) LTD BOX 58971-00200 020-2013429 NAIROBI
 574 MUCHEBA SERVICES BOX 296 055-54008 KAMURIAI
 575 MUGENGA HOLDINGS LTD BOX 90373 041-2317763 MOMBASA
 576 MUHITO INVESTMENTS BOX 87454 041- 2317237 MOMBASA
 577 MULTI PACKAGING LTD T/A PRINTPAK BOX 78354-0507 020-650520/2 NAIROBI
 578 MUMAKA CLEARING & FORWARDING LTD BOX 86107 041-2228767 MOMBASA
 579 MUMILO FREIGHTERS LTD BOX 84247 041-226526 MOMBASA
 580 MUNSHIRAM INTERNATIONAL BUSINESS MACHINES LTD BOX 46667-00100 020-532323/4 NAIROBI
 581 MURANGA FORWARDERS LTD BOX 84208 041- 220163 MOMBASA
 582 MUSTHAFA ENTERPRISES LTD BOX 41311 041- 2223293 MOMBASA
 583 MUWA FORWARDERS LTD BOX 40057 020-2210629 NAIROBI
 584 MWANDO LOGISTICS BOX 201-00515 020-6763981 NAIROBI
 585 MYRAID TRADELINE LTD BOX 4697-00506 020-600819 NAIROBI
 586 NAFENET INTERNATIONAL LTD BOX 56906-00200 020-2063586 NAIROBI
 587 NAIROBI CARGO SERVICES LTD BOX 58317 020-244981 NAIROBI
 588 NAJMI CLEARING & FORWARDING BOX 85052 041- 2223728 MOMBASA
 589 NAMELOK HOLDINGS LTD BOX 16500-00100 020-250710 NAIROBI
 590 NARCOL ALUMINIUM ROLLING MILLS LTD BOX 80872-80100 041- 2226317 MOMBASA
 591 NAS AIRPORT SERVICES LTD BOX 19010 020-827900 NAIROBI
 592 NATALYA HOLDINGS LTD BOX 87875 041- 2222834 MOMBASA

593 NATION MEDIA GROUP LTD BOX 49010-00100 020-3288000 NAIROBI
 594 NATIONAL CEREALS & PRODUCE BOARD BOX 30586-00100 020-536028 NAIROBI
 595 NEDOWES CARGO FREIGHT LTD BOX 93811 041-2222082 MOMBASA
 596 NEEEMA COMMODITIES LTD BOX 85185 041- 2318987 MOMBASA
 597 NEO SEALAND FREIGHTERS LTD BOX 59954 020-317333/4 NAIROBI
 599 NEOSERVE LOGISTICS LTD BOX 22987-00400 020-246329 NAIROBI
 600 NEPTUNE FORWARDERS LTD BOX 52159-00200 020-52159 NAIROBI
 601 NEW PLANET EXPRESS BOX 66108-00800 020-601967 NAIROBI
 602 NEWPORT FREIGHT LOGISTICS BOX 61078-00200 020-2016254 NAIROBI
 603 NGOZI LTD BOX 89126 041-2228789 MOMBASA
 604 NIBAL FRIGHTERS LTD BOX 2050 041- 2313928 MOMBASA
 605 NICAH LOGISTICS LTD BOX 80012 0722-871790 MOMBASA
 606 NNITO TRADING LTD BOX 76583-00508 020-828038/7 NAIROBI
 607 NOAH'S ARK ENTERPRISES BOX 10138-00100 020-601993 NAIROBI
 608 NODOR KENYA EPZ LTD BOX 659-00204 045-22710/22692 ATHI-RIVER
 609 NORTH WEST (K) LTD BOX 99061 041-2318727 MOMBASA
 610 NORTHWEST CARGO SERVICES BOX 88666 041-2226144 MOMBASA
 611 NYAGAKA FORWARDERS BOX 6128-00100 020-828765 NAIROBI
 612 OCEAN PACIFIC INTERNATIONAL LINES LTD BOX 2533-80100 041- 2226888 MOMBASA
 613 OCEAN STAR GENERAL AGENCIES LTD BOX 95139 041-2229236 MOMBASA
 614 OCEAN WAVE TRADE LINKS LTD BOX 1069-80100 041-2315562 MOMBASA
 615 OCEANIC CARGO AGENCY LTD BOX 42166 020-245522 NAIROBI
 616 OCEANLINE FREIGHT FORWARDERS LTD BOX 22290 020-533482 NAIROBI
 617 OKAMOTO FREIGHT SERVICES LTD BOX 22124-00400 020-822198 NAIROBI
 618 OKILANDERS FREIGHT BOX 22 041-2318282 NAMANGA
 619 OKULOGISTIC COMPANY LTD BOX 7164-00300 020-2041505 NAIROBI
 620 ONE TOUCH CARGO SERVICES BOX 75631-00200 020-828764/65 NAIROBI
 621 ONE WORLD COURIER LTD BOX 75631-00200 020-552800 NAIROBI
 622 ONGOING CARGO SERVICES BOX 5442-00506 020-2318680 NAIROBI
 623 ONWARD CARGO SYSTEM CO. LTD BOX 5442-00506 020-827271 NAIROBI
 624 OPTIMAX AGENCIES LTD BOX 32310-00600 020-828115 NAIROBI
 625 ORIENT BENKO FREIGHTERS CO. LTD BOX 6716-00200 020-2711956/8 NAIROBI
 626 OSERIAN DELOPMENT CO. LTD BOX 43340, 00100 020-6608000 NAIROBI
 627 OTASONS F.P.G.M LTD BOX 98732 041-2318965 MOMBASA
 628 P.N MASHRU LTD BOX 98728 041- 3434309 MOMBASA
 629 PACKLOG ENTERPRISES BOX 99031 041- 2224222 MOMBASA
 630 PAGO AGENCIES BOX 93498 041- 2220456 MOMBASA
 631 PAK PACIFIC LTD BOX 83710 041-495475 MOMBASA
 632 PALM FREIGHTERS LTD BOX 40512-80100 041-2314098 MOMBASA
 633 PALLYNE INVESTMENTS AGENCIES LTD BOX 74434 020-604501 NAIROBI
 634 PAMOL CONNECTIONS SERVICES BOX 134275-00200 020-2230472 NAIROBI
 635 PAMU SERVICES LTD BOX 82 041- 2024037 MOMBASA
 636 PAN AFRICAN PAPER MILLS (EA) LTD BOX 30221-00100 020-227942/3 NAIROBI
 637 PAN AFRICAN SYNDICATE LTD BOX 81954-80100 041- 2312123/41514 MOMBASA
 638 PAN AFRIQUE FORWARDERS LTD BOX 86462-80100 041- 2228984 MOMBASA
 639 PANAL FREIGHTERS LTD BOX 43559 041- 2315068 MOMBASA
 640 PANTEL CHEMICALS LTD BOX 17506-00500 020-650754 NAIROBI
 641 PANWORLD HOLDINGS LTD BOX 5750 020-4450245/6 NAIROBI
 642 PASTEUR INVESTMENT LTD BOX 93438 -80102 0722-456689 MOMBASA
 643 PATANA ENTERPRISES BOX 87064 041- 2229816 MOMBASA
 644 PATHLINK LOGISTICS COMPANY LTD BOX 3647-00200 020-2019699 NAIROBI
 645 PAWEED EXPRESS CARGO LTD BOX 15023-00100 020-240978 NAIROBI
 646 PEARL LOGISTICS LTD BOX 66-50408 055-54010 KAMURIAI
 647 PEJON FREIGHT MOVERS LTD BOX 4583-00506 020-3592750 NAIROBI
 648 PENTAGON FREIGHT LTD BOX 49895-00100 0721-419857 NAIROBI
 649 PERLES SOLUTIONS BOX 10116 041-2318262 MOMBASA
 650 PESOSI FREIGHTERS LTD BOX 40220 041- 2220966 MOMBASA
 651 PETROSA GENERAL CONTRACTORS LTD BOX 81019-80100 041- 2080625 MOMBASA
 652 PETRUT FREIGHT FORWARDERS LTD BOX 86792 041- 2223368 MOMBASA
 653 PHIL LOGSITICS CO. LTD BOX 85285-80100 0722-942859 MOMBASA
 654 PHILSAM AGENCIES LTD BOX 10152-00400 020-343749/343978 NAIROBI
 655 PLAINLANDS INTERNATIONAL FREIGHT LOGISTICS LTD BOX 12128-00100 020-343133 NAIROBI
 656 PLAN FREIGHT LTD BOX 66945 020-2222344 NAIROBI
 657 PLANET LOGISTICS LTD BOX 15023-00100 041- 2223301 MOMBASA
 658 PLANTINUM FREIGHT SERVICES BOX 31312 -00600 020-340933 NAIROBI
 659 PLASTIC COMPOUNDERS EPZ LTD BOX 89461-80100 041-2037822 MOMBASA
 660 PORTS CONVEYORS LTD BOX 73743 020-820388/91 NAIROBI
 661 POSTAL CORPORATION OF KENYA BOX 34567 020-243434 NAIROBI
 662 PRAFULLA ENTERPRISES LTD BOX 27676 020-2021204/5/6 NAIROBI
 663 PRECISE LOGISTICS LTD BOX 27520-00506 020-651819 NAIROBI
 664 PREMIER FLOUR MILLS LTD BOX 59307 020-524513/5/6 NAIROBI
 665 PRIMCARGO AGENCIES LTD BOX 55660-00200 020-247122 NAIROBI
 666 PRINCIPAL FORWARDERS LTD BOX 85318-80100 041- 2228448 MOMBASA
 667 PRIORITY LOGISTICS LTD BOX 46748-00100 020-3437281 NAIROBI
 668 PROJECT FORWARDING SERVICES LTD BOX 34189 041-2224916 MOMBASA

669 PROTAX EXPRESS LTD BOX 88223 041-2318890 MOMBASA
 670 PROTEX (K) EPZ LTD BOX 504 045-22345 ATHI-RIVER
 671 PROVINCIAL CLEARING & FORWARDING LTD BOX 88509 041- 2311246 MOMBASA
 672 PWANI OIL PRODUCTS LTD BOX 81927 041- 2495563 MOMBASA
 673 QUALITY TASTE LTD BOX 88343 041-2226090 MOMBASA
 674 QUEENS CARGO INTERNATIONAL LTD BOX 17748-00500 020-48227 NAIROBI
 675 QUICK CARGO SERVICES LTD BOX 50000-00200 020-552372 NAIROBI
 676 QUICK SERVICES MARITIME LTD BOX 88327 0722-227204 MOMBASA
 677 RAI PLYWOODS (K) LTD BOX 241 053-2062222 ELDORET
 678 RAJOSCA FREIGHT FORWARDERS LTD BOX 2804 2316536 MOMBASA
 679 RAPAT FREIGHT (K) LTD BOX 4499-00200 020-214671 NAIROBI
 680 RAPID KATE SERVICES LTD BOX 72693-00200 020-650206-17 NAIROBI
 681 RAVI CLEARING & FORWARDING CO. LTD BOX 88048 041- 2315975 MOMBASA
 682 RAY CARGO SERVICES LTD BOX 57301-00200 020-247302 NAIROBI
 683 RAYTEC ENTERPRISES LTD BOX 105 0724-241888 NAIROBI
 684 REAL TIME FREIGHT PERFORMANCE LTD BOX 55022-00200 020-827027 NAIROBI
 685 REALIME CARGO LTD BOX 22516-00100 0722-671697 NAIROBI
 686 REALTIME LOGISTICS LTD BOX 75964-00200 020-2011046 NAIROBI
 687 RED ANCHOR FREIGHT FORWARDERS LTD BOX 51251 020-2211418 NAIROBI
 688 RED SCORPION LTD BOX 81367 041-312808 MOMBASA
 689 REFCO FORWARDERS LTD BOX 82556 041- 2221070 MOMBASA
 690 REGENT FREIGHT SYSTEM LTD BOX 18841 020-533363/4 NAIROBI
 691 REGIONAL ENTERPRENUERS (K) LTD BOX 22064-00400 020-211982 NAIROBI
 692 REJEIBY CLEARING & FORWARDING LTD BOX 84385 041- 2220446 MOMBASA
 693 RELAY CARGO SERVICES LTD BOX 1628-00100 020-242075/247195 NAIROBI
 694 RELIABLE FREIGHT SERVICES LTD BOX 427523 041- 2316714/5 MOMBASA
 695 REM NYARO COMPANY BOX 99522 0722-461295 MOMBASA
 696 REMOVALS FREIGHT INTERNATIONAL LTD BOX 22699-00400 020-313015 NAIROBI
 697 RENAISSANCE LTD BOX 26158-00504 020-651228 NAIROBI
 698 RESCUE TECHNICAL ENTERPRISES BOX 22496-00400 020-2227878 NAIROBI
 699 RIDGEWAYS FREIGHT SERVICES LTD BO X 2309-80100 041-2228372 MOMBASA
 700 RIDGEWAYS MERCHANTS LTD BOX 18752-00100 020-311830 NAIROBI
 701 RIFT CARGO HANDLING LTD BOX 19062-00501 020-822594 NAIROBI
 702 RIFTVALLEY LOGISTICS LTD BOX 99774 041- 2311072 MOMBASA
 703 RIGE LTD BOX 71-00507 020-205349 NAIROBI
 704 RIOMA FREIGHTERS BOX 19470 020-828764 NAIROBI
 705 RIPE FREIGHT SERVICES LTD BOX 89919 041-2227241 MOMBASA
 706 RISING FREIGHT LTD BOX 12129-00400 020-3566102 NAIROBI
 707 ROMARK FREIGHTERS LLTD BOX 51502-00200 020-242941 NAIROBI
 708 RORENE LTD BOX 87005 041-2220705 MOMBASA
 709 ROSMIC TRADING COMPANY LTD BOX 42809 041- 243408/220282 MOMBASA
 710 ROTO MOULDERS LTD BOX 26393-00504 020-531063 NAIROBI
 711 RUATECH TRADING CO. (EA) LTD BOX 12534-00400 020-2011232 NAIROBI
 712 RUKANOTI WOOD DEALERS LTD BOX 704 0724-142882 MERU
 713 RUKEN FREIGHT LTD BOX 54993-00200 020-253888 NAIROBI
 714 RUMAN LOGISTICS BOX 20615-00100 020-558844 NAIROBI
 715 RUMAN LTD BOX 42326 041-2220340 MOMBASA
 716 RUSINGA INTERNATIONAL FREIGHT LTD BOX 3248-00506 020-556013/15 NAIROBI
 717 RUWENZORI AGENCIES INTERNATIONAL LTD BOX 1127-80100 041-2230881 MOMBASA
 718 RYCE EAST AFRICA LTD BOX 49729-00100 020-531786/9 NAIROBI
 719 S.K. AMIN LTD BOX 81282 041- 2223492 MOMBASA
 720 SAA INTERSTATE TRADERS (K) LTD BOX 86651 020-2038689 MOMBASA
 721 SAFREIGHT LTD BOX 84385-80100 041-2227127 MOMBASA
 722 SAGITARIUS TRADING LTD BOX 54360-00200 020-605515 NAIROBI
 723 SAGOMA AGENCIES BOX 80100 041- 2225552 MOMBASA
 724 SAHA FREIGHTERS CO. LTD BOX 2544-80100 0721-429202 MOMBASA
 725 SAHEL FREIGHTERS LTD BOX 82977 041- 2226370 MOMBASA
 726 SAKAMI GENERAL AGENCIES BOX 97605 0733-773550 MOMBASA
 727 SALIMOND FREIGHT SERVICES LTD BOX 8664-00300 020-251014 NAIROBI
 728 SALMIR CLEARING & FORWARDING CO. LTD BOX 71634 020-828265 NAIROBI
 729 SAM & SAN LOGISTICS BOX 13270 020-2070299 NAKURU
 730 SAMACHI CARGO FORWARDERS BOX 41076-00100 0721-826493 NAIROBI
 731 SAMEDAY CARGO FORWARDERS LTD BOX 75024-00200 020-628495/6 NAIROBI
 732 SAMSY INTERNATIONAL AGENCY LTD BOX 12191-00400 020-828653 NAIROBI
 733 SANOFI (K) LTD BOX 66 041- 2227755 MOMBASA
 734 SANYO ARMACO (K) LTD BOX 47167-00100 020-4444628 NAIROBI
 735 SATISFY CLEARING & FORWARDING (K) LTD BOX 18543 020-241640 NAIROBI
 736 SCHENKER LTD BOX 46757-00100 020-827240/41 NAIROBI
 737 SDV TRANSAMI (K) LTD BOX 46586 020-6421000 NAIROBI
 738 SEA AIR FORWARDERS INTERNATIONAL LTD BOX 83354-80100 041- 2491709 MOMBASA
 739 SEA BRIDGE FORWARDERS BOX 38742-00600 020-828753 NAIROBI
 740 SEA LORD AGENCIES BOX 43493 041-2230878 MOMBASA
 741 SEA SKY EXPRESS LTD BOX 5249-00506 020-2213181 NAIROBI
 742 SEA STAR FORWARDERS LTD BOX 26-80100 041- 2319028 MOMBASA
 743 SEABASE SOLUTIONS LTD BOX 41425 041-2222329 MOMBASA

744 SEACON (K) LTD BOX 74937 041-2314481 MOMBASA
 745 SEAGATE LOGISTICS LTD BOX 3577-80100 041- 2318445 MOMBASA
 746 SEALAIR FREIGHT CO. LTD BOX 61072-00200 020-250954 NAIROBI
 747 SEALINE FREIGHT SERVICES BOX 8483-00100 020-214051/242620 NAIROBI
 748 SEASHORE SHIPPING SERVICES CO. LTD BOX 99985-80100 041-2317759 MOMBASA
 749 SEAWAY MARITIME LTD BOX 62437-00100 020-240428 NAIROBI
 750 SEAWAYS (K) LTD BOX 62918-00200 020-3872660 NAIROBI
 751 SEMATI STORES ENTERPRISES BOX 45774 2317212 MOMBASA
 752 SEMBESEMBE FREIGHT SERVICES LTD BOX 88259-80100 041- 2227392 MOMBASA
 753 SHARAF LOGISTICS BOX 16501-80100 041- 2319366 MOMBASA
 754 SHARDI EXPRESS LTD BOX 10431-00400 020-3504696 NAIROBI
 755 SHARIS LOGISTICS LTD BOX 16378-00100 020-311000 NAIROBI
 756 SHARKIL CLEARING & FORWARDING CO. LTD BOX 257-80100 041- 3503740 MOMBASA
 757 SHELTER CONVEYORS LTD BOX 1402 041- 2224637 MOMBASA
 758 SHIPSIDE & GENERAL SERVICES LTD BOX 85544 041- 2220072 MOMBASA
 759 SIGINON FREIGHT LTD BOX 99646 041-2314150 MOMBASA
 760 SIGNET FORWARDERS CO. LTD BOX 4577-00200 020-4450216 NAIROBI
 761 SILMAK AGENCIES BOX 35161-00200 020-2716272 NAIROBI
 762 SIMCON FEIGHT LTD BOX 98194 041-2317821 MOMBASA
 763 SIMMONDS CARGO SERVICES BOX 11635-00100 020-603305 NAIROBI
 764 SINOLINK KENYA GARMENT MANUFACTURING (EPZ LTD BOX 83218 041- 3434238 MOMBASA
 765 SISCO SUPERIOR HANDLING SERVICES LTD BOX 13738-00100 020-219213 NAIROBI
 766 SITE FORWADERS LTD BOX 51469 020-247596 NAIROBI
 767 SIX CONTINENTS FREIGHT LOGISTICS LTD BOX 49552-00100 020-650017/18 NAIROBI
 768 SKY & SEA CARGO TRACK BOX 68002 020-242996/64 NAIROBI
 769 SKYLAND LOGISTICS DLTD BOX 60207-00200 020-217593 NAIROBI
 770 SKYLARK CONVEYORS (K) LTD BCX 970-00200 020-240451 NAIROBI
 771 SKYLIFT CARGO LTD BOX 3979-00506 020-828639/40/41 NAIROBI
 772 SKYLIFT METRIC FREIGHT CONSULTANTS BOX 21-00207 045-513249 NAMANGA
 773 SKYLINE GLOBAL SERVICES LTD BOX 46685-00100 020-217485 NAIROBI
 774 SKYLINK LOGISTICS LTD BOX 28587 -00100 020-3592377 NAIROBI
 775 SKYMAN FREIGHTERS LTD BOX 40942 041- 2225219 MOMBASA
 776 SKYTRAIN LTD BOX 19218-00501 020-822038 NAIROBI
 777 SKYWARDS AGENCIES LTD BOX 3343 041-312801 MOMBASA
 778 SKYWAYS LOGISTICS BOX 424-00300 020-240155 NAIROBI
 779 SLOPES AGENCIES LTD BOX 40063 041-2317400 MOMBASA
 780 SMART CARGO LTD BOX 50583-00200 0722-779137 NAIROBI
 781 SMOOTHLINE FREIGHTERS LTD BOX 20074 020-318592 NAIROBI
 782 SOKOTA INVESTMENTS LTD BOX 2198-80100 0720-959069 MOMBASA
 783 SOLLATEK ELECTRONICS (K) LTD BOX 34246- 020-5486250/1/2/3 NAIROBI
 784 SOMERSET IMPEX BOX 90-00207 045-5132491 NAMANGA
 785 SONDEKA FREIGHT FORWARDERS LTD BOX 6022-00100 066-65426 NAIROBI
 786 SONEVA ENTERPRISES BOX 90357-80100 041- 2226079 MOMBASA
 787 SONYA EXPORT & IMPORT AGENCY LTD BOX 79614 0733-787593 NAIROBI
 788 SOPA CARGO SERVICES BOX 67736 020-216907 NAIROBI
 789 SOURCE LOGISTICS EAST AFRICA LTD BO1X2 83407-80100 041-2311171 MOMBASA
 790 SOUTHERN ENTERPRISES BOX 90245 0727-945592 MOMBASA
 791 SOUTHERN SHIPPING SERVICES LTD BOX 40268 041-2227232 MOMBASA
 792 SPARTAN TRADING COMPANY BOX 13912 020-2229152 NAIROBI
 793 SPECTRE INTERNATIONAL LTD BOX 2131 057-30014 KISUMU
 794 SPEDAG SPEDITION KENYA LTD BOX 2486- 80100 041- 2230460 MOMBASA
 795 SPEED BAT FREIGHTERS (K) LTD BOX 49128-00100 0722-412734 NAIROBI
 796 SPEED FREIGHT LTD BOX 19128-00501 020-250664 NAIROBI
 797 SPEED TRACK CARGO FORWARDERS LTD BOX 89088 041-2312168 MOMBASA
 798 SPEDEX LOGISTICS LTD BOX 39468-00623 020-553881/3/5 NAIROBI
 799 SPEEDWAY CARGO FORWARDERS LTD BOX 1297-00100 0722-511208 NAIROBI
 800 SPRINT FREIGHT LTD BOX 8940-00200 020-650635 NAIROBI
 801 STAR FREIGHT LTD BOX 41865 020-650272 NAIROBI
 802 STAR RHOSE CO. LTD BOX 2425-00100 0722-997507 NAIROBI
 803 STARFREIGHT LOGISTICS LTD BOX 41865 020-650272/3 NAIROBI
 804 STARWAY INTERNATIONAL FREIGHT FORWADERS LTD BOX 43425-80100 041-2319136 MOMBASA
 805 STEEL MAKERS LTD BOX 83157 041-2223356 MOMBASA
 806 STEEL STRUCTURES BOX 49862-00100 020-781479/87/89 NAIROBI
 807 STEFRA AGENCIES BOX 82047-80100 041-2318360 MOMBASA
 808 STEFRA CONSULTANCY AGENCIES BOX 40915 020-312220 NAIROBI
 809 STEMI INVESTMENTS LTD BOX 16643-80100 041-2227514 MOMBASA
 810 STERAC CONSULTANTS LTD BOX 11517-00100 020-2226279 NAIROBI
 811 STRAIGHTLINE CARGO FORWARDERS LTD BOX 5228-00506 020-8287112 NAIROBI
 812 SUJEMI INVESTMENTS LTD BOX 5207--00100 020-341160 NAIROBI
 813 SUMMIT AIR EXPRESS LTD BOX 63476-00619 020-7121983/7122890 NAIROBI
 814 SUMMIT COVERLINES CO. LTD BOX 99545 041-2226998 MOMBASA
 815 SUNA FREIGHTERS LTD BOX 18 0722-659800 SUNA MGR
 816 SUPER FIRST FORWARDERS LTD BOX 79748 020-828740 NAIROBI
 817 SUPER FREIGHT LTD BOX 55460-00200 020-555730 NAIROBI
 818 SUPER PACIFIC FREIGHT SERVICES BOX 26 -00207 0735-616068 NAMANGA

819 SUPERIOR CARGO CONVEYORS LTD BOX 19047-00501 020-827220 NAIROBI
 820 SUPERSONIC CLEARING & FORWARDING SERVICES LTD BOX 2786-00200 020-651186/7 NAIROBI
 821 SUPERSONIC FREIGHTERS (K) LTD BOX 48889-00100 020-828560 NAIROBI
 822 SWIFE LTD BOX 99434 041- 2315478 MOMBASA
 823 SWIFT CARGO LTD BOX 8672-00100 020-227780 NAIROBI
 824 SWIFT GLOBAL LOGISTICS LTD BOX 84705 041- 2224865 MOMBASA
 825 SWIFT ROYAL CONVEYORS LTD BOX 90269-80100 041-2230470 MOMBASA
 826 SWIFTLINK FREIGHT SERVICES LTD BOX 44734 020-827194 NAIROBI
 827 SYNERGY FREIGHT & LOGISTICS LTD BOX 857 041- 2494778 MOMBASA
 828 SYSTEM INTEGRATION LTD BOX 14201-00800 020-4455000 NAIROBI
 829 TABAKI FREIGHT SERVICES INTERNATIONAL LTD BOX 66222-00800 604017/8/22 MOMBASA
 830 TAMANI JUA AGENCY BOX 88104 041-2228698 MOMBASA
 831 TASTIC ENTERPRISES BOX 6782-00200 020-2099024 NAIROBI
 832 TAURUS EXPOFREIGHT LTD BOX 3818-00506 020-243390 NAIROBI
 833 TAWHEED CUSTOMS CLEARING & FORWARDING AGENTS BOX 164 045-5132230 NAIROBI
 834 TECHNO RELIEF SERVICES LTD BOX 34910 020-651176-9 NAIROBI
 835 TEDICE EXPRESS AGENCIES LTD BOX 57647-00100 0721-977587 NAIROBI
 836 TEO'S COMPANY LTD BOX 85422-80100 041-2224750 MOMBASA
 837 TERYANI AGENCIES LTD BOX 86760 041-2492077 MOMBASA
 838 THAKA LTD BOX 14654-00800 020-4453793 NAIROBI
 839 THAM EXPRESS LTD BOX 42806-00100 020-3500866 NAIROBI
 840 THE HEARTLAND TRADING COMPANY BOX 1850-80100 041- 2228667 MOMBASA
 841 THE NAIROBI CLEARING HOUSE (EA) LTD BOX 9463-00100 020-3000225 NAIROBI
 842 THE PEERLESS TEA SERVICES LTD BOX 80058 041-2315071 MOMBASA
 843 THE TRADING FLOOR LTD BOX 1919-80100 041-2225071 MOMBASA
 844 THOMSAM INVESTMENT BOX 60596-00200 0722-727974 NAIROBI
 845 THOR SERVICES LTD BOX 451-00606 020-4445627 NAIROBI
 846 THREEWAYS FREIGHTERS LTD BOX 548849 020-22317229 NAIROBI
 847 THREEWAYS SHIPPING SERVICES LTD BOX 84137-80100 041- 2317509 MOMBASA
 848 TIBA FREIGHT FORWARDERS LTD BOX 40155-80100 041- 246645 MOMBASA
 849 TIME FAST FREIGHT FORWARDERS LTD BOX 9728-00100 020-822506/7 NAIROBI
 850 TIMEFRAME FREIGHT LOGISTICS CO. LTD BOX 8349-00200 0723-866175 NAIROBI
 851 TIMSALES LTD BOX 18080-00500 020-532277 NAIROBI
 852 TOHEL AGENCIES LTD BOX 42918 041- 2222366 MOMBASA
 853 TOP FREIGHT FORWARDERS LTD BOX 28030-00200 020-827211 NAIROBI
 854 TOPEN INDUSTRIES LTD BOX 78062-00507 020-555101 NAIROBI
 855 TOPLINE LOGISTICS LTD BOX 52046 020-312436 NAIROBI
 856 TOPMARK VENTURES LTD BOX 42838 041-2318192 MOMBASA
 857 TOPSPEED FREIGHT FORWARDERS LTD BOX 93262 041-2230193 MOMBASA
 858 TORULI FORWARDERS LTD BOX 121 0735-611136 ISEBANIA
 859 TOTAL LINK LTD BOX 2625-80100 041- 2230505/8 MOMBASA
 860 TOTAL TOUCH EXPRESS LTD BOX 76207 020-822164 NAIROBI
 861 TRADE BASE COMPANY LTD BOX 54-00300 020-56430 NAIROBI
 862 TRADELINE EXPRESS (K) LTD BOX 49868 020-553050 NAIROBI
 863 TRADEWINDS LOGISTICS LTD BOX 42474-00100 020-826191 NAIROBI
 864 TRADEWISE AGENCIES LTD BOX 58622 020-246168/246741/2 NAIROBI
 865 TRANS AFRICA MERCHANTS LTD BOX 1171 041-2220830 MOMBASA
 866 TRANS EFFECTIVE CO. LTD BOX 6100-00200 020-2092376 NAIROBI
 867 TRANSCARE SERVICES BOX 46267-00100 020-341215 NAIROBI
 868 TRANSFREIGHT LOGISTICS LTD BOX 42546 020-343412/3430265 NAIROBI
 869 TRANSONIC LOGISTICS LTD BOX 19152-00501 020-827155 NAIROBI
 870 TRANSOUTH CONVEYORS LTD BOX 677-80100 041- 2230368 MOMBASA
 871 TRANSPORT & LIFTING SERVICES LTD BOX 74093-00200 020-536318/19 NAIROBI
 872 TRANS-VAAL LOGISTICS LTD BOX 16734 041-2229411 MOMBASA
 873 TREASURE CARGO SERVICES LTD BOX 56717-00200 020-342211 NAIROBI
 874 TRIASTIC GENERAL SERVICES LTD BOX 26388-00100 020-342451 NAIROBI
 875 TRIBERTO (K) LTD BOX 95266 041-2220964 MOMBASA
 876 TRIOSTAR AGENCIES (K) LTD BOX 54340-00200 020-246754 NAIROBI
 877 TRIPPLE TWIN LOGISTICS LTD BOX 14482-00100 020-827008 NAIROBI
 878 TROPICAL SKY CARGO LTD BOX 64627-0620 020-3744302 NAIROBI
 879 TROPICS SUN TRAVELS LTD BOX 16832 041-315784 MOMBASA
 880 TUDOR SERVICES LTD BOX 99331 041-2220849 MOMBASA
 881 TULLALINK INTERNATIONAL LTD BOX 27523-00100 020-5590213 NAIROBI
 882 TURBO CARGO SERVICES BOX 72741-00200 020-311231 NAIROBI
 883 TURNER FREIGHTERS LTD BOX 87863 041- 2318862 MOMBASA
 884 TURNING POINT FREIGHT LTD BOX 41072 041- 2226156 MOMBASA
 885 TWIGA CHEMICAL INDUSTRIES LTD BOX 30172-00100 020-2223351 NAIROBI
 886 TWIN KITH LTD BOX 23-80100 041- 2220067 MOMBASA
 887 UBAA BARGE (K) LTD BOX 86824-80100 041-2319024 MOMBASA
 888 UFANISI FREIGHTERS (K) LTD BOX 980-80100 041-2228185 MOMBASA
 889 UKWALA FREIGHT FORWARDERS BOX 28799-00200 020-240491 NAIROBI
 890 UMOJA RUBBER PRODUCTS LTD BOX 87388 041-2224630 MOMBASA
 891 UNCLE RIVERSIDE INVESTMENT LTD BOX 82247 041-227476 MOMBASA
 892 UNDERSEAS MERCHANTS BOX 40640 020-2012769 NAIROBI
 893 UNICON LOGISTICS BOX 25968-00504 020-245916 NAIROBI

894 UNIGLOBE LOGISTICS BOX 85872 0726-596632 MOMBASA
 895 UNIMARK FREIGHTERS LTD BOX 54931-00200 020-241250 NAIROBI
 896 UNINERASAL LINK LTD BOX 4569-00506 020-559014 NAIROBI
 897 UNION CLEARING & FORWARDING LTD BOX 82806 0735-786015 MOMBASA
 898 UNION EXPRESS LTD BOX 52967-00200 020-828645/6 NAIROBI
 899 UNION LOGISTICS LTD BOX 4831-00506 020-550482 NAIROBI
 900 UNITED (EA) WAREHOUSES LTD BOX 90373 041-2315144 MOMBASA
 901 UNITED ARYAN EPZ LTD BOX 126-00621 020-8561950/1/2 NAIROBI
 902 UNITED CLEARING CO. LTD BOX 84693-80100 041- 220813 MOMBASA
 903 UNIVERSAL FREIGHT & LOGISTICS (K) LTD BOX 3312-00506 020-553840/1 NAIROBI
 904 UPAN WASANA EPZ LTD BOX 16730-00620 020-856683 NAIROBI
 905 UPLIFT EXPRESS AGENCIES BOX 72502-00200 020-2730283 NAIROBI
 906 URGENT CARGO HANDLING LTD BOX 21210-00505 020-229567 NAIROBI
 907 UZURI EXPORTERS LTD BOX 46049-00100 020-3753395/96 NAIROBI
 908 VANLINE LOGISTICS BOX 93-00200 020-2213037 NAIROBI
 909 VANTAGE POINT CLEARING & FORWARDING CO. LTD BOX 79079-80112 041- 2495689 MOMBASA
 910 VERITY CARGGO SERVICES LTD BOX 14094-00800 020-828677 NAIROBI
 911 VESROS MOTORS LTD BOX 1377 -0100 0722-573339 THIKA
 912 VIBGYORNENTERPRISES LTD BOX 80107-80100 0722-881690 MOMBASA
 913 VIBRRASI ENTERPRISES BOX 93097-80102 041- 22230298 MOMBASA
 914 VICTORIA INTERNATIONAL LOGISTICS BOX 26372-00100 020-241895 NAIROBI
 915 VICTORIA NILE FREIGHT LTD BOX 44494 0722-992853 NAIROBI
 916 VICTORY FREIGHT SERVICES BOX 43428 041-2225708 MOMBASA
 917 VICTORY FREIGHTERS LTD BOX 55460-00200 020-55449 NAIROBI
 918 VINBUSH ENTERPRISES LTD BOX 923982 041- 343329 MOMBASA
 919 VINEP FORWARDERS LTD BOX 68877 020-2719002/3 NAIROBI
 920 VISAN FREIGHT AGENCIES LTD BOX 1681 041- 227393 MOMBASA
 921 VISION ENTERPRISES LTD BO1X4 8650-00300 020-650711 NAIROBI
 922 WAKI CLEARING & FORWARDING AGENTS LTD BOX 76250-50508 020-3577470- NAIROBI
 923 WAMBUKA FREIGHTERS LTD BOX 87787 041-2227919 MOMBASA
 924 WANANCHI MARINE PRODUCTS (K) LTD BOX 81841 041-2226484 MOMBASA
 925 WANSAR KENYA LTD BOX 75056 020-789223/780858 NAIROBI
 926 WARTONA AGENCIES BOX 2877-00200 0722-799339 NAIROBI
 927 WASIKWA GENERAL AGENCY BOX 54993-00200 020-246359 NAIROBI
 928 WATERWAVES AGENCIES LTD BOX 43518 041- 2222970 MOMBASA
 929 WAYTO ASSOCIATES LTD BOX 86846 041-2317150 MOMBASA
 930 WEKALAMBA AGENCIES LTD BOX 84860 041-2317387 MOMBASA
 931 WESTERN LOGISTICS SERVICES LTD BOX 62112-00200 020-828449-50 NAIROBI
 932 WESTON LOGISTICS LTD BOX 90355 041-2494604 MOMBASA
 933 WESTWINDS FREIGHT SERVICES LTD BOX 44526 020-2730704 NAIROBI
 934 WETAA INVESTMENT LTD BOX 87064 041-2223048 MOMBASA
 935 WETSON EXPRESS LTD BOX 617-00200 020-2025994 NAIROBI
 936 WIGEDOJE ENTERPRISES LTD BOX 13724-00800 020-2223809 NAIROBI
 937 WIIGGLESWORTH EXPORTERS LTD BOX 90501-80100 041- 2225244/220642 MOMBASA
 938 WILASAKI FREIGHT FORWARDERS LTD BOX 99688-80107 041- 2318001 MOMBASA
 939 WILKESY & MAC GEORGE LTD BOX 50501 020-344159 NAIROBI
 940 WILLING FREIGHT SERVICES LTD BOX 73287-00200 020-2019189 NAIROBI
 941 WILLMON FREIGHT AGENCIES BOX 856-00515 020-795464 NAIROBI
 942 WORLD CLASS FREIGHT LOGISTICS LTD BOX 11709-00100 020-253973 NAIROBI
 943 WORLD CARGO LOGISTICS LTD BOX 6666-00100 020-2015016 NAIROBI
 944 WORLD LEATHER FREIGHTERS BOX 41695-00100 020-551131 NAIROBI
 945 WORLDLINK LOGISTICS BOX 8064-00200 020-230436 NAIROBI
 946 WORLDNET FREIGHT LTD BOX 48603-00100 020-821662/3 NAIROBI
 947 WORLDRIH SERVICES BOX 14491-00100 0722-874570 NAIROBI
 948 WORLDWIDE CARGO SERVICES LTD BOX 55079-00200 020-342510 NAIROBI
 949 WORLDWIDE CONTAINER LINE INTER' LTD BOX 89489 041- 2229789 MOMBASA
 950 WRAP & PACK CARGO KENYA BOX 72220-00200 020-220405 NAIROBI
 951 YEAR 2000 FREIGHTERS LTD BOX 61759-00200 020-248404 NAIROBI
 952 YOUNGLINE CARGO SERVICES LTD BOX 69282 020-317865 NAIROBI
 953 ZANAA FREIGHT LTD BOX 40626-00100 020-6767191 NAIROBI
 954 ZEFT FREIGHTERS BOX 22807-00400 020-6763436 NAIROBI
 955 ZIMCO AFRICA LTD BOX 274-00600 020-248349 NAIROBI
 956 KEYWEST LOGISTICS AGENCY LTD BOX 58944-00200 020-551196 NAIROBI
 957 JASPA LOGISTICS BOX 13529-00800 020-2044983 NAIROBI
 958 HC BENVICK WAREHOUSING BOX 774 041- 434853 MOMBASA
 959 VALUE CARGO LTD BOX 40673-80100 0721-400225 MOMBASA
 960 LITTLE LEGENDS LTD BOX 1066-00606 020-448855 NAIROBI
 961 WORLDWIDE EAST AFRICA LTD BOX 9679-00100 020-651294 NAIROBI
 962 TNT EXPRESS WORLDWIDE (K) LTD BOX 25133-80100 020-2723555/2716970 NAIROBI

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