

1. DAIMEA MEATS

At 8.00 am, on Monday, the 20th of March 2006, Jane Agapinya, a partner in Daimea Meats situated in South B, a middle income class area and 5 km from the City Centre, drove down to Dagoretti Corner, 20 km away from the city centre, to collect her meat supplies. With the city traffic left behind, she found herself thinking about her business problems Her driver had just resigned; Meadai Butchery, a branch of Daimea Meats opened in 2005, in Githurai 45, 20km away was not doing as well as anticipated, one of her two poultry suppliers could not supply her with chicken because of the avian flu scare and the prevailing drought had reduced the meat supplies leading to increased costs.

Type of Organisation: Micro Enterprise
Sector/Industry: Merchandising/Butchery
Topics: Strategic Management
Authors: Mary Omingo

2. ICON TELESEC SERVICES LTD (A)

At the end of 2002, Mr. Achar, the Managing Director and owner of Icon Telesec Services Ltd was at his desk. Mr. Richard Bell, the MD of Kenya Data Networks (KDN) had asked him to sign a contract to be his main contractor to roll out wireless telecommunication infrastructure to interconnect banks, hospitals institutions and other corporate entities to provide wide area network (WAN) for data transmission in East Africa. Since May 2002 Mr. Achar had been working for Mr. Bell as a contractor for Kenya Data Networks on this business venture, but on a gentleman's agreement. As a contractor for Kenya Data Networks and on signing the contract, Mr. Achar would be required to provide labour, equipment, working tools, vehicles and computers mainly lap tops at a cost of KShs.6million

Type of Industry: Telecommunications
Sector/Industry: Micro Enterprise
Topics: Strategy
Authors: Hellen Otieno and Dr. Ruth Kiraka

3. MOUNTAIN HILL SCHOOL

Anne Kariuki, Vice Principal at Mountain Hill School, Nairobi, was working at her desk on 25th October, 2005 when the secretary phoned, asking her to check on Jane Olouch, the teacher of German, whom she had seen crying in the staff-room. During the year, Anne had received a number of students' complaints about Jane. Anne now felt that the situation had come to a head, and she wondered how to deal with it.

Type of Industry: Education
Sector/Industry: Medium Enterprise
Topics: Human resource management
Authors: Catherine Dean

4. QUALITY GIRLS' HOSTEL (B)

In mid 2006, Maryanne Ratiro, General Manager and sole owner of Quality Girls' Hostels, was in her office considering whether or not to open and operate a third hostel. Quality Girls' Hostel business was situated in Nairobi West, Mai Mahiu Road, and Nairobi.

Type of Organisation: Small Enterprise

Sector/Industry: Service (accommodation)

Topics: Investment/ Business Expansion

Authors: Beatrice Dimba

5. RAYMOND THUO'S VENTURES

On June, 5th 2006, Raymond Thuo, the co-owner of Winkers Pub, and owner of Wallet Pub & Restaurant, and Heartz Restaurant all located in Central Business District, Nairobi, Kenya, sat in his office and contemplated his next course of action in light of the latest developments in his businesses. All three businesses established in the last three years were at that time profitable; and so he wondered if he should stop further opening of new locations and instead exploit growth within the existing businesses, or continue expansion by opening a new location in Mombassa where an opportunity had arose, or sell the businesses to a prominent investor who had approached him the previous week with an offer of Kshs 20 million.

Type of Organisation: Medium Enterprise

Sector/Industry: Entertainment/Catering

Topics: Marketing

Authors: Stella Nyongesa

6. THE TAXI COMPANY (A)

It was an evening in March 2004 and John Karanja had just finished meeting with his old colleague, Michael Mwai, on the aspects of the new business idea he had in mind. The idea of starting a taxi company seemed exciting and it seemed that they should just go ahead and start it but one thing that was still on Karanja's mind was the capital amount required.

Type of Organisation: Micro Enterprise

Sector/Industry: Transport

Topics: Financial Accounting

Authors: Lillian Ollows

7. WARIDI DAY NURSERY SCHOOL

The official opening date for the second term of the Academic Year 2006 for all schools was 8th May 2006. By the 15th of May, Sister Anne Njeri, a long serving Administrator of Waridi Day Nursery School, located in Westlands, Nairobi Kenya, got the confirmation that at least nine children had been transferred by their parents from Waridi, to other schools in Nairobi. Earlier in the year, Jan 2006, 14 Pre-unit children did not come back to the school after the long Christmas holidays. The parents of these children had transferred them to other schools which also have a primary section (standard one to eight) because of the need to secure them places in Standard One by the year 2007. It became more apparent to Sr. Anne that there was urgent need for Waridi to be expanded to have a primary section as well, as requested by parents on numerous occasions before. She was considering three alternatives; whether to go ahead and recommend to the Board of trustees that they utilize the 5 acre plot at Langata, secured for a

different purpose (Langata is about 30 minutes drive from Waridi). The present Waridi facility would remain unchanged and operating, only the new primary school would be located in Langata. The other consideration was to continue searching for another location to build the primary school, in an area characterized by a growing young population and leave the Langata plot for a different project. The other alternative Sister Anne was considering was to retain the present business and instead work intensively to increase student intake per term.

Type of Organisation: Small Enterprise

Sector/Industry: Education

Topics: Entrepreneurship

Authors: Stella Nyongesa

8. WISH SALON

At 7.45am on Saturday, the 9th of December 2006, Ms. Wilkister Atieno the owner and manager of Wish Salon hurriedly walked to the salon opposite Kenya Institute of Education in Nairobi. After crossing the busy Muranga Road, she looked up and there was a queue of eight customers patiently waiting at her salon's doorstep. Atieno had been having a problem of managing the relatively high demand for her services and most of her six employees were not helping her much as on this particular Saturday, only one of her them had arrived early enough to attend to the eight customers who were already waiting for the salon to be opened.

Type of Organisation: Micro Enterprise

Sector/Industry: Service

Topics: Performance Management

Authors: Mary Omingo