



TOP100 MID SIZED COMPANIES SURVEY 2018

GENERAL COMPANY INFORMATION QUESTIONNAIRE

For your company to be considered for the Top100 Survey, you are required to provide general information for evaluation. Ipsos and KPMG undertake to treat all the information provided by your company confidentially and will not disclose the information provided to any unauthorized persons. KPMG may however share names and contacts of participants with sponsors for the purpose of discussing products and programs that would benefit a mid-sized company and for any other purpose that will aid the growth of the Top100 initiative. KPMG reserves the right to analyze, process and deal in any manner with the information provided in the process of selecting and vetting winners and to make public the results of such analysis, processing or dealing.

If you need assistance, please contact: Email: top100@top100.co.ke or Tel or +254 (0)20 2806000

Respondent and company information	
Name of Company	
Name of MD/CEO: (Ms/Mr./Mrs/Dr/Eng)	
Office Telephone number	
Mobile Number	
Official email address of MD/CEO	

online <http://eastafriktop100.com/>

Location of company headquarters	
Name of Building	
Floor Number	
Office Number	
Name of Road/Street	
General Area	
City / Town	

Company Background

- 1 a) What year was your company founded? (and how many years has it been in operation)

Year company was founded	
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- b) How long has your company been in operation?

1 - 2 years	
2 - 3 years	
3 - 5 Years	
6 - 10 Years	
11 - 20 Years	
More than 21 years	

- 2 a) What is your exact age? Interviewer Instruction (if you are not interviewing the CEO/MD please ask for the CEO's/MD's age?)

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b) Record age bracket as below:

Age category	Code
18-25 years	1
26-30 years	2
31-35years	3
36-40 years	4
41-45 years	5
46-50 years	6
51-55 years	7
56 and above	8
Refused to answer	9

3 a) For how long have you worked in your current position? (If not interviewing the MD/CEO ask how long the MD/CEO has been in their current position) (Record the exact duration)

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b) Record the duration in the brackets below:

Less than 6 months	
1 - 2 years	
2 – 3 years	
3 – 5 Years	
6 – 10 Years	
11 – 20 Years	
More than 21 years	



4 Please tick the appropriate boxes in the table below:

Activity Design	Design	Importation	Inbound logistics	Production/ installing	Value addition/ packaging	Distribution	Sales & Marketing	Export	Outbound logistics	Services	Other (specify)
Agriculture											
Mining											
Oil & Gas (Upstream – exploration & production)											
Oil & Gas (Downstream - includes marketing and distribution)											
Tourism											
Accommodation & Entertainment											
Infrastructure/ Construction											
Manufacturing											
Wholesale											
Retail											
Transport											
Telecoms											
ICT											
Property/ Real estate											
Health											
Financial services											
Cooling/ Refrigeration											
Advertising/ Creative											
Culture/ art											
Other (specify)											

5 How would you describe the core business of your organization? (Interviewer to record verbatim. If company deals with products, confirm if and what they manufacture, import or distribute. Also, confirm that they have properly captured the sector they operate in. Use the table overleaf to get a better understanding of the business.)

1 What motivated the Founders of the company to establish this business? (Interviewer to record verbatim.)

2 a) OWNERSHIP TYPE – What is the ownership structure of your company/ organisation?

Fully Kenyan owned	1	Continue to Q9
Fully Foreign owned	2	
Partly locally and foreign owned	3	Ask Q8b.

b) If selected code 3 (Partly locally and foreign owned), please provide the percentage of local and foreign ownership (Read out options)

% Kenyan	
% Foreign	
(Total should add to 100%)	

3 Please indicate your Company's annual turnover for the last 4 years.
 (Indicate turnover range below – Single response only)

Annual Net Turnover (KShs):					
		2014	2015	2016	2017
1	KShs. 50 million – KShs. 69 million				
2	KShs 70 million - KShs 99 million				
3	KShs 100 million - KShs 199 million				
4	KShs 200 million - KShs 299 million				
5	KShs 300 million - KShs 399 million				
6	KShs 400 million - KShs 499 million				
7	KShs 500 million - KShs 599 million				
8	KShs 600 million - KShs 699 million				
9	KShs 700 million - KShs 799 million				
10	KShs 800 million - KShs 899 million				
11	KShs 900 million - KShs 1 billion				
12	Over KShs 1 billion				

4 a) Which of the following best describes your business? Does your business have ...?

All operations / offices for the business are in this premises/office	1	
Operations / offices in various parts of Kenya	2	Go to Q9b.
Operations / offices in other countries	3	Q9. c

b) Including your current branch/office how many offices/branches in total does your organization have within Kenya and where are they located?

Number of branches	Location/ Towns of branches

c) You indicated that have a presence in other countries? Which are these countries

Uganda	
Tanzania	
Rwanda	
Burundi	
South Sudan	
Somalia	

Rest of Africa	
Asia Pacific (includes Australia and NZ)	
Europe and/or Middle East	
Americas	
Other specify	

d) If not in all Countries in East Africa: Does, your business plan on expanding or entering any strategic partnerships in other East African countries in the next 12 months?

Yes	
No	> Go Q9 e

e) If yes, in which regions?

Uganda	
Tanzania	
Rwanda	
Burundi	
South Sudan	
Somalia	
Others (Please specify)	

5 a) Which banks does your business use? (List all)

b) Which of these is your main? (One mention only)

	a. Banks used	b. Main Bank
Bank of Africa	1	1
Bank of Baroda	2	2
Barclays	3	3
CBA	4	4
CFC-Stanbic	5	5
Citi Bank	6	6
Cooperative Bank	7	7
DTB	8	8
Eco bank	9	9
Equity Bank	10	10
Family Bank	11	11
GT Bank	12	12
I&M Bank	13	13
KCB	14	14
Sidian Bank	15	15
National Bank	16	16
NIC Bank	17	17
Standard Chartered Bank	18	18
Others Specify	98	98

6 What would you like your main bank to improve on?

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7 Where did your business source the bulk of its original capital to set up the business?
(Spontaneous response - Do not prompt)

Bank Loan	
Loans from Friends and Family	
Founders savings / own money	
Private equity and/or Venture capital fund	
Grants and/or development funding	
Other equity partner	
Others (Please specify)_	

8 a) If you were to source for expansion capital for your business today, which one would be your most preferred source?

Bank Loan	
Loans from Friends and Family	
Founders savings / own money	
Private equity and/or venture capital fund	
Grants and/or development funding	
Other equity partner through selling equity	
IPO/Listing on Nairobi Securities Exchange	
None of the above	

b) please give reasons supporting your answer(s) above

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14. a) Does your company have a mission statement?

Yes	
No	> Go to 13

b) If Yes, what is the mission statement
(Note the mission statement or can't remember)

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15 How often does your company prepare a medium and long term strategy? (Tick appropriately – Single response only)

	Medium	Long term
More than 5 years		
Every 5 years		
Every 3 years		
Every year		
Others (Please specify)		



16 In which stage of the business life cycle would you say your company is currently in?

Start Up	
Growth Phase	
Mature Phase	
Decline Phase	
Re Emerging from a decline phase	

17 Please describe your Company's level of compliance with International Financial Reporting Standards

Very Compliant	
Compliant	
Not Compliant	

Business Confidence Index

18 How would you rate the economic condition of Kenya today compared to six months ago? Is it ...

19 How do you expect the Kenyan economy to perform in the next twelve months? Do you expect it to be ...

20 How would you rate the current performance of your own industry compared to six months ago? Would you say it is ...

21 And how do you expect your own industry to perform in the next twelve months? ...

	Substantially better	Moderately better	The same	Moderately worse	Substantially worse
Q.18					
Q.19					
Q.20					
Q.21					

Business Performance

22 Which of the following statement best describes the revenues for your company for 2016 and 2017?

Sales revenues for 2017 higher than for 2016 (increased)	
Sales revenues for 2017 lower than for 2016 (decreased)	

23 Reasons supporting business performance or growth?

a) What are the THREE MAIN reasons that aided your business performance or growth? (ask for Code 1 at Q22)

1.	
2.	
3.	



b) Reasons for the decrease in the sales revenues? What are the three main reasons that contributed to the decline in the sales revenue? (ask for Code 2 at Q22)

1.
2.
3.

24 What are the THREE KEY challenges that your business is currently facing generally?

1.
2.
3.

25 If working capital is not mentioned in the previous question: Is your business currently facing working capital and/or other funding challenges?

Yes		> Go to 26
No		> Go to 27

26 If answered yes - What would you say are the two-main cause of funding challenges that your business is currently facing? (Read out options and tick 2 top sources)

Customers delaying settling the amounts they owe us	
Stringent credit terms imposed on us by our suppliers	
The amount of capital that we initially used to start the business has turned out to be lower than the requirements of the business	
Unable to secure an OD facility to finance the swings in our WC requirements	
Theft / fraud	
Escalating cost of operations	
Other (specify) _____	

Hiring Outlook

27 Please indicate the number of full time staff working at your Company as at the end of each of the following financial years.

Number of staff end of 2015	
Number of staff end of 2016	
Number of staff end of 2017	

28 Over the next 12 months, how likely are you to increase the number of full time staff working for your company?

Very likely		Likely		Unlikely		Very unlikely	
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29 a) For those who have mentioned very likely/likely: What will drive your decision to increase the number of full time staff?

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b) For those who mentioned unlikely/very unlikely, what are you likely to do to the staff numbers

		Reason why
1.	Remain the same	
2.	Lay off some staff	

c) Does any of the owners of the company perform key roles in the day to day operations of the business?

Yes	
No	

ICT – Usage

30 Which of the following ICT infrastructure is available at your business? (Read out options–Multiple responses possible)

Internet connectivity	
Computers	
Computers are networked	
Local area network / Intranet	
Wide area network	
Servers within the business	
Remote servers (outsources servers for disaster recovery)	
Website	
Computerized fleet management services (Local or Outsourced)	
Card access into building & offices	
Other (specify) _____	

31 If they have Internet Connectivity in previous question:
What is the main type of Internet connectivity you have in your organization? (Read out options – Multiple responses possible)

Fibre	
Wi-max	
Wi-fi	
GSM Modem	
CDMA Modem	
Mobile phone as a modem	
Other(Please specify) _____	

32 Does the company use manual (e.g. Excel) or automated systems to manage its day to day transactions /operations?

Manual	
Automated	



33 To What extent are your processes automated

Software used	
10-25 %	
26-50 %	
51-75 %	
76-100 %	

East Africa Integration

34 a) Support for the East Africa Community Integration: To what extent does your business support the East Africa Community Integration? (Read out options – Single Response)

Supports to large extent	
Supports to a small extent	
Does not support at all	

b) Please explain your response to question 34. (a) above

c) What impact has the EAC Integration had on your business?

d) What information would your business like to be provided about the East African Integration?

The Business Daily

35 How often do you read The Business Daily? (Read out options – Single Response)

Daily		
2 to 3 times a week		
Occasionally		
Does not read at all		>Skip to Q. 38

36 Do you read the online version of The Business Daily or the Hardcopy?

Hard copy newspaper		
Online Version		
Both online version and hardcopy newspaper		

37 a) Do you think the Business Daily adequately highlights stories about small and mid-sized companies?

Yes	
No	



b) Why do you say so?

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Innovation

38 Describe the innovation that you have rolled out/ implemented?

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39 Highlight whether the innovation is new to the company/ country or region.

40 a) When did you roll out the innovation?

Year	Innovation

b) . In which area does the innovation fall?

Product/ Service design	
Delivery channel	
Business process (business model, technology, people,	
Others (specify)	

c) What Value does the innovation add to your organization?

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The Nairobi Securities Exchange

41 Is your company considering listing on the Nairobi Securities Exchange in the near future?

Yes	<input type="checkbox"/> Go to Q.42a.
No	<input type="checkbox"/> Skip to Q.42b.



42 a.) If Yes, when do you plan on listing? (Read out Options-Single Response)

In the next six months	
In the next 12 months	
In the next 1 – 2 years	
In the next 2 – 3 years	
Don't Know	

b) . If No, please explain some of the reasons why your company is not considering listing on the NSE

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Corporate Social Responsibility (CSR)

43 Does your company engage in corporate social responsibility (CSR) programs?

Yes	➤ Go to Q.44
No	➤ Go to Q.45

44 a) What is the nature of the Corporate Social Responsibility programs your company engages in?

Environmental conservation	
Education	
Health	
Governance/ Civil Society	
Sports	
Arts and Culture	
Others (Please Specify)	

b) Kindly describe the CSR program your company engages in?

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Governance

45 Do you have an oversight board that provides counsel for business decisions?

Yes	
No	➤ Go to 46

46 How often do you hold board meetings?

Monthly		Quarterly		Half yearly		Annually	
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47 Do you have policies and procedures to govern your day to day operations?

Yes	
No	

48 Which entities are your biggest source of headache in driving business?

Entity	Tick any	Specify /Notes
Central Government ministries		
Police		
Immigration		
Judiciary		
Politicians		
County Government		
Others (specify)		

Environment

49 Has your company implemented an environmental and social management system?

Yes	
No	

50 Does company report environmental and social performance to external stakeholders?

Yes	
No	

51 a) Has the company won any awards related to environmental and social performance?

Yes	
No	

b) If yes which (mention which one)

Award	When awarded

Employee motivation

52 What motivates your employees? Give top three motivating factors in order of importance. Start with the top most important, to 2nd best and 3rd best.

PROG: ROTATE ORDER OF STATEMENTS	
Job Satisfaction (i.e. they love their job, their skills are utilized)	1
Operation Excellence (i.e. working tools are in a good working condition)	2
Sense of Confidence (i.e. being able to express themselves and contribute)	3

Your Supervisor/Management (i.e. good role model)	4
Inclusion (i.e. participation in decision making process)	5
Performance (i.e. clear job descriptions which are well communicated)	6
Ethics and Integrity	7
Career development (their career plans are clearly supported)	8
Remuneration (relevant and in line within the market/industry)	9
Work-life Balance	10

53

a) I would want you to focus on work life- balance, what does it mean to you?

Allowing employees to work from home when they need to	
Not working on weekends	
Being able to do compressed work week i.e. allowing the employees to finish the task for the week in less days and rest on the remaining days	
Rewarding over time with time off during the week days	
Other specify	

b) What measures has your organization put in place to ensure that the employees have a work-life balance?

Communication

54

a) To what extent do you agree with the following statements about communication at your organization?

	5 Strongly Agree	4 Agree slightly	3 Neutral	2 Disagree slightly	1 Strongly Disagree
The employees have access to necessary information they need to do their work	5	4	3	2	1
The organization believes in open communication	5	4	3	2	1
There is adequate and effective communication in the organization	5	4	3	2	1
There is adequate and effective communication between the various departments	5	4	3	2	1
Feedback is always communicated to the staff	5	4	3	2	1
Upward communication is encouraged	5	4	3	2	1



Employees learn more about what is going on in the institution through formal communication than through informal communication (rumors)	5	4	3	2	1
The organization's performance results are clearly communicated to the staff	5	4	3	2	1
Confidentiality is maintained within the organization	5	4	3	2	1

b) What enhancements if any would you like to make in regards to communication at your organization please write in the space provided below

55 What is the Gender of the CEO (If you are interviewing the CEO/MD record gender by observation)?

Male	
Female	

Please read the terms and conditions of participating in the survey in the paragraph below.

I [we] agree that I[we] enter and/or participate in the survey voluntarily. Further, I [we] agree that KPMG, the Nation Media Group, their respective directors, partners, employees, consultants, contractors or any other person, shall not be liable for any direct, indirect, or consequential loss or damage suffered by myself [us] or any other person as a result of my [our] participation or entry in the survey. Further, I [we] agree that I [we] have no legal or equitable claim against KPMG, the Nation Media Group, their respective directors, partners, employees, consultants, contractors or should KPMG, the Nation Media Group or such other person any other person fail to collect, document, refer to, or take into account any or all of the details that I[we] provide to them during this survey and I [we] agree that KPMG, the Nation Media Group or any other person may, in their exclusive discretion fail to consider my [our] entry and/or participation in the survey without any reference to me[us] and without offering any explanation thereof. If you agree to the above conditions kindly proceed to complete and submit the questionnaire.

Closing Check

Respondents Signature and Title

Respondents Business Card (Please attach here)

Company Rubber Stamp

THANK YOU FOR TAKING TIME TO RESPOND TO THIS QUESTIONNAIRE