

**EFFECT OF STRATEGIC CUSTOMS-BUSINESS
PARTNERSHIPS ON THE SERVICE SATISFACTION
OF CUSTOMS AGENTS IN KENYA**

SHIVANI HARENDRA PATEL

**DOCTOR OF PHILOSOPHY
(Business Administration)**

**JOMO KENYATTA UNIVERSITY OF
AGRICULTURE AND TECHNOLOGY**

2019

**Effect of Strategic Customs-Business Partnerships on the Service
Satisfaction of Customs Agents in Kenya**

Shivani Harendra Patel

**A Thesis Submitted in Partial Fulfillment for the Degree of Doctor
of Philosophy in Business Administration (Strategic Management) in
the Jomo Kenyatta University of Agriculture and Technology**

2019

DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

Signature: Date:

Shivani Harendra Patel

This thesis has been submitted for examination with our approval as University Supervisors

Signature: Date:

Dr. Fridah Simba, PhD.

JKUAT, Kenya

Signature: Date:

Dr. Fred Mugambi Mwirigi, PhD.

KRA, Kenya

DEDICATION

My foremost gratitude goes to Almighty God for enabling and guiding me through my academic life. This study is dedicated to my loving family who had to spend time without me as I concentrated on working on this study. It is also dedicated to my supervisors who always supported me and encouraged me with their wise words and patience to succeed in completing my coursework and study.

ACKNOWLEDGEMENT

I have a special appreciation to God for life and the good health he gave me throughout this assignment. I would like to extend my acknowledgement to the Jomo Kenyatta University of Agriculture and Technology for the support provided to me in successfully completing this study. I would like to thank my supervisors, Dr. Fridah Simba and Dr. Fred Mugambi Mwirigi for the assistance they offered to me until I completed this study. I would also like to thank all the Customs Agents and staff of the Kenya Revenue Authority for their support in enabling me to gather information to complete this research study.

TABLE OF CONTENTS

DECLARATION.....	II
DEDICATION.....	III
ACKNOWLEDGEMENT.....	IV
LIST OF TABLES.....	VIII
LIST OF FIGURES.....	X
LIST OF APPENDICES.....	XI
ABBREVIATIONS AND ACRONYMS.....	XII
DEFINITIONS OF TERMS.....	XIV
ABSTRACT.....	XVI
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	9
1.3 Objectives.....	16
1.4 Research Hypotheses.....	16
1.5 Significance of the Study.....	17
1.6 Scope of the Study.....	19
1.7 Limitations of the Study.....	19
CHAPTER TWO.....	21
LITERATURE REVIEW.....	21
2.1 Introduction.....	21
2.2 Theoretical Framework.....	21
2.3 Conceptual Framework.....	24
2.5 Empirical Review.....	46
2.6 Research Gaps.....	49
2.7 Summary of Literature.....	50

CHAPTER THREE	52
RESEARCH METHODOLOGY.....	52
3.1 Introduction	52
3.2 Research Design	52
3.3 Target Population	53
3.4 Sampling Frame	54
3.5 Sample and Sampling Technique	55
3.6 Data Collection Instruments	57
3.7 Data Collection Procedure	58
3.8 Pilot Test	58
3.9 Data Processing and Analysis	61
CHAPTER FOUR.....	65
RESULTS AND DISCUSSION.....	65
4.1 Introduction	65
4.2 Response Rate	65
4.3 Results of Reliability and Validity Tests	65
4.4 Demographic Characteristics	68
4.5 Normality Test for Service Satisfaction	71
4.6 Descriptive Statistics	73
4.7 Correlation Analysis.....	84
4.8 Regression Analysis	90
4.9 Multivariate Regression	98
4.10 Optimal Model	102
CHAPTER FIVE.....	105
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	105
5.1 Introduction	105
5.2 Summary of the Findings	105
5.3 Conclusions	108
5.4 Recommendations	111

5.5	Areas for Further Research	115
REFERENCES.....		116
APPENDICES		133

LIST OF TABLES

Table 1.1: Alliance Balanced Scorecard Model.....	13
Table 3.1: Population Table	54
Table 3.2: Sample Matrix	57
Table 3.3: Operationalization of Variables	63
Table 4.1: Reliability Test of Constructs	66
Table 4.2: KMO Sampling Adequacy and Bartlett's Sphericity Tests.....	67
Table 4.3: Respondent's Gender	68
Table 4.4: Respondent's Highest Level of Education.....	69
Table 4.5: Respondent's Number of Years Working.....	69
Table 4.6: Position of Respondents.....	70
Table 4.7: Respondent's Company Size	70
Table 4.8: Agent Location of Operation	71
Table 4.9: One-Sample Kolmogorov-Smirnov Test	72
Table 4.10: ICT Partnerships Descriptive Statistics	75
Table 4.11: Strategic Training Partnership Descriptive Statistics.....	77
Table 4.12: Strategic Banking Partnership Descriptive Statistics.....	79
Table 4.13: Strategic Partnerships in CRM Descriptive Statistics.....	81
Table 4.14: Service Satisfaction Descriptive Statistics	83
Table 4.15: Correlation Analysis	86

Table 4.16: Residuals Statistics.....	91
Table 4.17: Model Summary for Strategic ICT Partnership	92
Table 4.18: ANOVA for Strategic ICT Partnerships	92
Table 4.19: Coefficients of Strategic ICT Partnerships	93
Table 4.20: Model Summary for Strategic Training	94
Table 4.21: ANOVA for Strategic Training Partnerships.....	94
Table 4.22: Coefficients of Strategic Training.....	95
Table 4.23: Model Summary for Strategic Banking	95
Table 4.24: ANOVA for Strategic Banking Partnerships	96
Table 4.25: Coefficients of Strategic Banking.....	96
Table 4.26: Model Summary for Customer Relationship Management	97
Table 4.27: ANOVA for Customer Relationship Management.....	97
Table 4.28: Coefficients of Customer Relationship Management	98
Table 4.29: Overall Model Fitness.....	99
Table 4.30: Analysis of Variance (ANOVA).....	100
Table 4.31: Overall Regression Coefficients	100
Table 4.32: Summary of hypotheses Test Results	102
Table 4.33: Optimal Model Summary	102
Table 4.34: Analysis of Variance (Optimal Model).....	103
Table 4.35: Regression Coefficients (Optimal Model)	104

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	25
Figure 4.1: Normality of Service Satisfaction.....	72
Figure 4.2: Linear Relationship between strategic ICT Partnerships and Service satisfaction.....	87
Figure 4.3: Linear Relationship between strategic Training Partnerships and Service satisfaction.....	88
Figure 4.4: Linear Relationship between strategic Banking Partnerships and Service satisfaction.....	89
Figure 4.5: Linear Relationship between strategic Partnerships in CRM and Service satisfaction.....	90

LIST OF APPENDICES

Appendix I: Letter of Introduction from University	133
Appendix II: Questionnaire	134
Appendix III: List of Customs Agent Firms Registered with KIFWA for the period 2014/2015.....	140

ABBREVIATIONS AND ACRONYMS

AEO	Authorized Economic Operator
ATA	Admission Temporaire/Temporary Admission (Convention on the Temporary admission of goods).
BAFICAA	Business Action For Improvement in Customs Administration in Africa
C2B	Customs-Business Partnership
CBP	Customs and Border Protection
CRM	Customer Relationship Management
CSS	Customer Satisfaction Survey
C-TPAT	Customs-Trade Partnership Against Terrorism
C21	Customs in the 21 st Century
EACFFPC	East African Clearing and Forwarding Practicing Certificate
ICT	Information and Communication Technology
IDF	Import Declaration Form
IT	Information Technology
KPA	Kenya Ports Authority
KenTrade	Kenya Trade Network Agency
KESRA	Kenya School of Revenue Administration
KIFWA	Kenya International Freight and Warehousing Association
KRA	Kenya Revenue Authority
KWATOS	Kilindini Waterfront Automated Terminal Operating System
MOU	Memorandum of Understanding
NACCS	Nippon Automated Cargo and Port Consolidated System
NII	Non Intrusive Inspections Techniques
Non-SOEs	Non-State-Owned Manufacturing Enterprises
NPS	National Payments System
PPP	Public Private Partnership
PSCG	Private Sector Consultative Group
R&D	Research and Development
RKC	Revised Kyoto Convention

SARS	South African Revenue Service
SCM	Supply Chain Management
SMS	Short Message Service
SOEs	State-Owned Manufacturing Enterprises
SPSS	Statistical Package for Social Sciences
SWS	Single Electronic Window System
TFA	Trade Facilitation Agreement
UN/CEFACT	United Nations Centre for the Facilitation of Procedures and Practices for Administration, Commerce and Transport
WCO	World Customs Organization
WTO	World Trade Organization

DEFINITIONS OF TERMS

Authorized Economic Operator (AEO)	AEO is a party involved in the international movement of goods in whatever function that has been approved by or on behalf of a national Customs administration as complying with WCO or equivalent supply chain security standards (WCO, 2012).
Alliance	A cooperative agreement or association between two or more independent enterprises, which will manage one specific project, with a determined duration, for which they will be together in order to improve their competences. It is constituted to allow its partners to pool resources and coordinate efforts in order to achieve results that neither could obtain by acting alone. The key parameters surrounding alliances are opportunism, necessity and speed (Dussauge & Garrette, 1995).
Customer Satisfaction	The number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services exceeds specified satisfaction goals (Farris, Bendle, Pfeifer, & Reibstein (2012)
Customer Relationship Management	A comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer (Parvatiyar & Sheth, 2001).
Customs Agent	A Customs agent is any person who is licensed by the Commissioner for transacting business relating to the declaration or clearance of goods or baggage subject to Customs control of a person travelling by Air, Land or Sea on behalf of the owner (East African Community Customs Management Act, 2004)

Customs-Business partnership (C2B)	Customs-Business Partnership constitutes Customs entering into strategic pacts with trusted economic operators. Customs understand the concerns of business, while business knows the requirements of Customs. This relationship is translated into a partnership that results in mutually beneficial outcomes (WCO, 2008).
Information Communication Technology (ICT)	ICT is the set of activities which facilitate electronic means of processing and transmission to customers. It is one system with simulated division of labour with associated positive impact on productivity (Alu, 2002).
Strategic Partnership	A Strategic Partnership is when two companies agree to work together and share physical and/or intellectual resources, they form a strategic partnership. Their relationship is usually formalized by a business contract. This type of agreement aims to help both parties accomplish their goals. Depending on the needs of a firm, it can team up with a strategic marketing partner, a strategic financial partner or a strategic supplier. If it wants to integrate new technologies into its operations, it may benefit from a strategic technology partnership (Picincu, 2018).
Single Window	A facility that allows parties involved in trade and transport to lodge standardized information and documents with a single entry point to fulfill all import, export, and transit-related regulatory requirements. If information is electronic then individual data elements should only be submitted once. (Kentrade, 2015)
Training	Training is teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies (Pasterk, 2015)

ABSTRACT

Strategic partnerships allow partners to pool resources and coordinate efforts in order to achieve results that neither could obtain by acting alone. A key measure employed by Customs to achieve customer satisfaction is through enhancing partnerships with stakeholders such as Customs agents. Customs administrations are concerned with collecting duties and taxes at the border, controlling goods entering and leaving national territories, and imposing penalties on unlawful actions. On the other hand, Customs agents are concerned with prompt Customs clearance, low trade transaction costs, transparency, and predictability of Customs procedures. The World Customs Organization recommends that Customs-Business (C2B) partnerships are employed to increase Customs service delivery through cost-effective, efficient and responsive Customs administrations. This is in turn expected to improve on Customs Agents service satisfaction, through improved ICT infrastructure, capacity building, variety of banking products on offer to ease making of payments to Customs, and Customer Relationship Management systems that reward compliant agents. This general objective of the study was to assess the effect of Customs-Business partnerships on the service satisfaction of Customs agents. The specific objectives of the study were to establish the effect of strategic ICT, training, banking, and customer relationship management partnerships on the service satisfaction of Customs agents in Kenya. The research design used for this study was descriptive survey. The population of this study comprised of Customs agents in Kenya. According to information obtained from the Kenya International Freight and Warehousing Association (KIFWA), for the period 2014/2015, 525 Customs Agents licensed with the Kenya Revenue Authority (KRA) were registered members of KIFWA Nairobi, while 608 Customs Agents licensed with KRA were registered members of KIFWA Mombasa, being the two branches of KIFWA in Kenya. From this total of 1133 units, a sample size of 297 firms was selected. Stratified random sampling was used to select a proportionate strata sample based on the KIFWA branches. Data was collected by use of questionnaires. Regression and correlation results indicated that there is a positive and significant relationship between strategic ICT, training, and CRM partnerships and the service satisfaction of Customs agents in Kenya. There was a positive but insignificant relationship between strategic banking partnerships and service satisfaction of Customs agents. Overall, strategic Customs-Business partnerships had a positive influence on the service satisfaction of Customs agents. It is recommended that the Customs administration and Customs agents should keep pace with the rapid changes in technology, by investing in strategic ICT partnerships, resulting in a high level of efficiency and reduction in cost, thus leading to competitive advantage. The study recommends that Customs and Customs agent's management should initiate a policy of providing collaborative opportunities for the training and development Customs agents, as well as a dedicated CRM model throughout the KRA for better Customer Relationship Management. It is recommended the banking industry on its own merit should continue to offer innovative payment solutions and services to Customs and Customs agents. It is recommended Customs should develop and apply a robust Alliance Balance Scorecard model to measure the success of C2B partnerships. This will help the organization to justify the investment and resource allocation towards C2B initiatives, as compared to performance and Agent service satisfaction with the same.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Dess, Lumpkin, Eisner and McNamara (2012), Strategic Management consists of the analyses, decisions, and actions an organization undertakes in order to create and sustain competitive advantage that is difficult for rivals to copy or substitute. Strategic management is concerned with the analysis of strategic goals (vision, mission and strategic objectives), along with the analysis of the external and internal environment of the organization. Organizations must take the necessary actions to implement their strategies, through the allocation of resources and appropriate design of the organization. (Dess et.al., 2012).

According to Dess et.al. (2012), four key attributes of strategic management are, that it directs the organization toward overall goals and objectives, it includes multiple stakeholders in decision making, it needs to incorporate short-term and long-term perspectives, and it recognizes trade-offs between efficiency and effectiveness. Rothaermel (2015) posits that strategy is a set of goal-directed actions a firm takes to gain and sustain superior performance relative to competitors. To achieve superior performance, companies compete for resources, new ventures compete for financial and human capital, charities compete for donations, and so forth.

According to David (2009), strategists in governmental organizations operate with less strategic autonomy than their counterparts in private firms. Public enterprises generally cannot diversify into unrelated businesses or merge with other firms. Government agencies and departments are finding that their employees get excited about the opportunity to participate in the strategic-management process and thereby have an effect on the organization's mission, objectives, strategies, and policies.

According to Pearce and Robinson (2009), an organization's Generic Strategy is a core idea about how a firm can best compete in the marketplace, and therefore the fundamental philosophical option for the design of strategies. According to Pearce and Robinson (2009), a new approach to generic strategy centers on delivering

superior customer value through one of three value disciplines: operational excellence, customer intimacy, or product leadership. Companies that specialize in one of these disciplines, while simultaneously meeting industry standards in the other two, gain a sustainable lead in their markets.

According to David (2009), ultimately, the best way to sustain competitive advantage over the long run is to relentlessly pursue strategic objectives that strengthen a firm's business position over rivals. Financial objectives can best be met by focusing first and foremost on achievement of strategic objectives that improve a firm's competitiveness and market strength. According to David (2009), financial objectives include those associated with growth in revenue, greater return on investment, higher earnings per share, and so on, while strategic objectives include things such as larger market share, quicker on-time delivery than rivals, achieving technological leadership, lower costs than rivals, and so on.

According to Ogutu and Samuel (2012), competitive strategies are a broad range of strategies firms resort to in order to cope with competition, beat competition or keep ahead of competitors. Ogutu and Samuel (2012) cite various models of competitive strategies. One such model is Michael Porter's (Porter, 1988) generic competitive strategies which propose that firms can apply cost leadership, differentiation or focus strategies to gain competitive advantage against competitors. The other is the resource based competitive strategies model which proposes that a firm can compete effectively by capitalizing on its unique resources which competitors may be lacking and may not easily duplicate. The third model is that of the grand strategies (Pearce and Robinson, 1997) which is a conglomeration of all kinds of strategies which firms resort to in order to be competitive or weather competition. Included here are strategic alliances, acquisitions, diversification and many others. This study on the effect of strategic Customs-business partnerships on the service satisfaction of Customs agents in Kenya is anchored more on generic competitive strategies and grand strategies.

For competitive advantage, institutions must leverage differences with partners to create value, dealing with the internal challenges of making partnerships succeed and

manage the day-to-day challenges of alliances with competitors (Išoraitė, 2009). According to McLennan and Troutbeck (2002), strategic partnerships are central to the effectiveness of networked organisations. The way an organisation can extend its capability through loosely coupling internal and external units is a company's "collaborative advantage", which in turn will lead to its financial and strategic advantage.

According to Stout and Beaucaire (2005), terms commonly used for strategic alliances are joint ventures, collaborations – formal and informal, partnering, and partnerships. Other terms include merger, acquisition, and outsourcing. According to McLennan and Troutbeck (2002), the terms "strategic partnering", "strategic partnerships" and "strategic alliances" are quite unimportant, but the underlying principles, concepts, practices, attitudes and behaviours that go into making them work are important.

Alliances are usually used to achieve scale and to adjust for seasonal changes or handle niche areas of expertise. Administrative alliances generally involve one organization entering into an agreement with another for the provision of administrative services, space or products. The main purpose is to share functions, increase operational efficiency and to reduce costs (Stout and Beaucaire, 2005). According to Išoraitė (2009), dynamic markets for products and technologies, coupled with the increasing costs of doing business have resulted in a significant increase in the use of alliances. Strategic alliances are therefore increasingly becoming an important part of overall corporate strategy, as a way to grow product and service offerings, develop new markets and leverage technology and Research and Development (R&D). The aim of alliances is ultimately to increase profitability by decreasing expenses and increasing revenues, aligned with the overall strategic direction of business (Stout & Beaucaire, 2005).

The Kenya Revenue Authority (KRA) was formed in 1995 as a semi-autonomous government agency with the overall objective to provide operational autonomy in revenue administration. The Commissioner General is the Chief Executive, and reports to an independent Board of Directors. However, the Minister for Finance is

responsible for policy direction, since KRA is an agent of the Government of Kenya. During its formation KRA brought together the then Departments of Income Tax, Value Added Tax, Customs and Excise which were departments from the Ministry of Finance as well as the Road Transport Department which was from the Ministry of Transport. There are various departments in the organization, Customs being one of them. There were 1218 Customs agents licensed by the Kenya Revenue Authority in the year 2014 (KRA, 2015a).

A Customs agent is any person who is licensed by the Commissioner for transacting business relating to the declaration or clearance of goods or baggage subject to Customs control of a person travelling by Air, Land or Sea on behalf of the owner (KRA, 2014a). In commercial transactions, owner usually means the businesses (importers and exporters). In Kenya clearing and forwarding agents (or Customs brokers) tend to be referred as Customs agents; Customs broking or Customs brokerage is a profession that involves the clearing of goods through Customs barriers for importers and exporters (usually businesses) This involves the preparation of documents and/or electronic submissions, the calculation and payment of taxes, duties and excises, and facilitating communication between government authorities and importers and exporters (Aeromarine Capital Group Kenya, 2016). Custom brokers may be employed by or affiliated with freight forwarders, independent businesses, or shipping lines, importers, exporters, trade authorities, and Customs brokerage firms (Denken Global Supply Chain, 2013).

Kenya Customs brokers can be located at border towns to clear merchandise on transit or sent in bond; a large number are located in Nairobi and around major airports but most are located in Mombasa city, around Kilindini harbor, or basically tend to be concentrated around ports with international traffic where shipment freights are frequent and around Customs remittance offices. Customs brokers normally arrange the forwarding, clearing, and transshipment, delivery, of Customs cleared shipments through relationships with other logistics companies. Kenya Customs agents are licensed by the Kenya Revenue Authority, to which the Customs and Border Control Department belongs.

The 'Customer perspective' is a key strategic goal of the Kenya Revenue Authority, according to its fifth corporate plan (KRA, 2012). It is reported in the 5th Corporate plan that taxpayers still faced problems relating to Customs clearance time/excessive time spent in queues, complexity of forms and procedures and understanding of statutory procedures such as valuation, classification and so on. Therefore, one of the key challenges of KRA in its fifth corporate plan is to improve customer satisfaction and therefore enhance the willingness of customers to voluntarily comply with tax laws. A key measure employed by KRA to achieve customer satisfaction is through enhancing partnerships with key stakeholders such as the business and Customs agents. According to the Corporate plan, the relationships will be geared towards achieving mutually beneficial outcomes on trade facilitation, capacity building, and enhanced revenue collection (KRA, 2012).

Customs is uniquely placed among border agencies as being empowered to access information on every cross-border transaction and to stop those that are illegitimate. Traditionally, most Customs administrations are concerned with collecting duties and taxes at the border, controlling goods entering and leaving national territories, and imposing penalties on unlawful actions. In the face of such regulatory mandates, business often feels frustrated with Customs officers when doing business. In addition, business perception indexes frequently consider Customs to be among the most corrupt public institutions (Transparency International, 2009) and complicated border procedures are considered to be a major non-tariff barrier that hinders business activities. As a result of these factors, as well as other complaints such as unnecessary delays at borders, business and Customs officers are often in conflict (Grainger, 2011).

However, the 21st century has seen an improvement in relations between Customs and business worldwide. One noticeable change is that more Customs authorities have adopted client-centric policies (Jeannard, 2010). The main aim of this approach is to make Customs more responsive to stakeholders by guaranteeing specific standards for service delivery and service satisfaction, providing a substitute for

competition and a benchmark for measuring service quality (Ireland, Cantens & Yasui, 2011).

The World Customs Organization recommends that Customs-Business (C2B) partnerships are employed to increase Customs service delivery, hence improve on Customs Agents service satisfaction. According to the World Customs Organization (WCO, 2015a), the exponential increase in global trade and the changing dynamics of the international supply chain have created new demands and perspectives on the role of Customs administrations. According to the World Customs Organization Partnership Guide (WCO, 2015a), while businesses seek to move goods faster in the supply chain at reduced costs, Customs administrations are required to process increasing volumes of cargo with lesser reliance on physical intervention and with greater efficiency and speed, without compromising on its security, revenue collection and enforcement responsibilities. Therefore, a dynamic partnership is essential to drive innovation and economic growth opportunities and, at the same time, create a more cost-effective, efficient and responsive Customs administration.

The Revised Kyoto Convention (1999) states in its general principles that Customs shall institute and maintain formal consultative relationships with the trade to increase co-operation and facilitate participation in establishing the most effective methods of working commensurate with national provisions and international agreements. According to Mikuriya (2012), many Customs administrations around the world have endeavored to work together with business.

In the Implementation Guidance for the WTO Trade Facilitation Guidance by the WCO (WCO, 2015b), there are several examples of Customs-business regular partnerships, from informal to institutionalized. An example is given of Canada whereby the Canada Border Services Agency (CBSA) engages with external stakeholders through different forums and at various management levels such as the Border Commercial Consultative Committee (BCCC), which provides the CBSA and commercial stakeholders a forum for dialogue on Canada's border operations, hence ensuring that businesses can continue to thrive in a global context. To achieve this,

the CBSA collaborates regularly with the private sector as a valued partner in the Customs process in order to streamline and simplify the border experience.

The Ireland Customs is given as an instance where there is a consultative committee to provide a forum for revenue and representative organizations to exchange views on issues affecting the Customs treatment of imports and exports. Membership of the Committee consists of Revenue staff who have a direct involvement in Customs work and Organizations whose members have regular and direct dealings with Customs. In this way, the Irish Customs has created a customer-oriented system coupled with a strategy to maximize voluntary compliance by the business, particularly small-medium enterprises. Yet again, Jordan has an E-Connectivity program whereby there is electronic connectivity with multiple entities in the public and private sector to enhance Customs-Business relationship. Through this, all companies in the supply chain are encouraged to voluntarily implement state of the art procedures, and benefit from a favoured status ('Golden List Programme') (WCO, 2015b).

The International Trade Centre (2012) has presented case studies on Public-Private Collaboration, among which Ghana is one of them. The case study presented shows how the government of Ghana undertook policy reforms, which included enhancing private sector participation through the removal of restrictive regulations, private sector capacity building, development of product, market, and Management Information Systems (MIS), and investment in infrastructure, in order to improve Customs operations. Implementation of the project resulted in all the stakeholder goals that were set (International Trade Centre, 2012). This included simplified Customs procedures, through a significant ease in clearances of goods through Customs, through automation and reduction of manual processes. Faster clearance times led to immense benefits to Customs agents, for example, for clearance of goods at the main port of Tema, which prior to the implementation of the project used to take on average two weeks, now takes an average of two to three days. In overall, the partnerships led to improved competitiveness, whereby the export competitiveness of the Ghanaian exports also increased due to the expeditious processing of export

consignments as well as the electronic issuance of permits and certificates of origin and their transmission to the authorities of the export destination. In 2006/2007, Ghana received an award for being the top African reformer.

Another example of a successful partnership is that of the Customs-Trade Partnership Against Terrorism (C-TPAT), which is a voluntary supply chain security program led by U.S. Customs and Border Protection (CBP) that is focused on improving the security of private companies' supply chains with respect to terrorism. The C-TPAT is a Government-private sector partnership that involves voluntary participation and jointly developed security criteria, best practices and implementation procedures (United States Customs and Border Protection, 2004). CTPAT Partners enjoy a variety of benefits, including taking an active role in working closer with the U.S. Government in its war against terrorism. As they do this, Partners are able to better identify their own security vulnerabilities and take corrective actions to mitigate risks. Some of the benefits of the program include reduced number of CBP examinations, shorter wait times at the border, priority consideration at CBP's industry-focused Centers of Excellence and Expertise, among many others (United States Customs and Border Protection, 2004).

Good partnerships are important for any function of Customs authorities, including revenue collection, trade facilitation, protection of industry/citizens, and trade security. These partnerships are equally important to anti-corruption and Customs reform as well as modernization efforts (Mikuriya, 2012). According to Mikuriya (2012), these partnerships are beneficial to both Customs and business. While Customs may benefit from improved trade security, trade efficiency, and effective enforcement, the trade community is able to benefit from prompt Customs clearance, low trade transaction costs, transparency, and predictability of Customs procedures.

Since trade facilitation is a common objective and mutual trust is vital, Customs should be cognizant of the complexity and vulnerability of the international trade supply chain, and understand the needs and priorities of the business. At the same time, businesses should be aware of border regulations and how Customs systems

operate in order to maintain a high level of compliance with Customs laws and regulations (Mikuriya, 2012).

1.2 Statement of the Problem

A firm with strong advantage-creating tendencies (innovative and proactive) will be better able to utilize the diverse resource potential available through network ties. These innovative and proactive firms are recognized by their ability to continuously experiment with new products and technologies and stay alert to the changes in their environments. They also have greater experience in developing new resource configurations than less innovative and proactive firms (Ireland, Covin, & Kuratko, 2009). Local examples of businesses that have used partnerships as an ongoing strategic arrangement aimed at maintaining or strengthening competitiveness include Kenya Airways and KLM, Sky team alliances, and the Jomo Kenyatta University and Kenya Institute of Management partnerships. Kenyan firms that merged to exploit strategic opportunities are the Crown Paints Company Ltd that merged with Berger Paint Ltd to become Crown Berger Paints Ltd (Thompson & Martin, 2010).

The roles and functions of Customs have evolved with the ever-changing domestic and international environment. As a result, trade facilitation which entails the simplification and harmonization of Customs procedures is now one of the key challenges for many Customs administrations. Effective and efficient Customs administrations contribute to facilitating legitimate trade, which is an engine of sustainable economic development. Accordingly, experiences to date suggest that many Customs authorities in both developed and developing countries have recognized that productive interaction with business is essential for effective and efficient Customs administrations (Jeannard, 2010). According to Mikuriya (2012), Good partnerships are important for any function of Customs authorities, including revenue collection, trade facilitation, protection of industry/citizens, and trade security. These partnerships are equally important to anti-corruption and Customs reform as well as modernization efforts. Customs' experiences show that closer cooperation and collaboration with business are beneficial to both Customs and

business. Benefits to Customs may include improved trade security, trade efficiency, and effective enforcement.

This same productive interaction is expected to lead to the service satisfaction of Customs agents. The trade community is able to benefit from prompt Customs clearance, low trade transaction costs, transparency, and predictability of Customs procedures (Mikuriya, 2012). For successful Customs to Business partnerships, Mikuriya (2012) states that trade facilitation is a common objective and mutual trust is vital. Therefore, Customs must understand the needs and priorities of the business, while businesses should be aware of border regulations and how Customs systems operate in order to maintain a high level of compliance with Customs laws and regulations.

To support Customs to business partnerships, the WCO developed a Customs-Business Partnership Guidance to assist Members with the development of a process for regular consultation and a robust partnership with business. This guidance is a reference to Customs administrations and the private sector that provides a detailed step-by-step phased approach together with several best practices for developing sustainable engagement/partnership mechanism between Customs and business. It also assists members in the implementation of relevant provisions of the World Trade Organization Trade Facilitation Agreement (WTO TFA), in particular articles which foresee closer cooperation with private sector stakeholders (WCO, 2015a).

The WCO “Customs in the 21st Century” (C21) strategic policy has identified Customs-Business Partnerships as one of the ten building blocks to define a new strategic direction for Customs and the WCO. According to this strategic policy, Customs and business need to enter into partnerships that result in mutually beneficial outcomes, meaning strategic pacts with trusted economic operators (WCO, 2008). The WCO has long recognized the importance of a partnership with business. Through the important work of groups such as the Private Sector Consultative Group, the WCO is able to hear the views of business and ensure that its instruments are shaped with business needs in mind. Indeed, the WCO Customs in the 21st Century strategic policy positions the Customs-Trade partnership as a building block

for modern Customs administrations. Communication and collaboration between Customs and business is fundamental to achieving mutually beneficial outcomes. Many administrations have found that close collaboration with the private sector has numerous strategic benefits – not only for Customs, but for nations as a whole (WCO, 2010a).

According to Cravens, Piercy, & Cravens (2000), analysis of alliance success during the last decade indicates that performance evaluation is a critical success factor, yet the reality is that many companies do not develop and implement formal performance evaluation processes. Cravens et al. (2000) propose the use of the balanced scorecard as a means to develop a formal assessment approach that links performance evaluation to the objective of the alliance. The result is a generic template that can be adapted to the specific alliance evaluation requirements of a particular organization.

Dadashian, Shakibfar and Zarandi (2007) explain how the balanced scorecard (BSC) was first proposed by Kaplan and Norton (1992) as a methodology aimed at revealing problem areas within organizations and pointing out areas for improvement. The BSC is a model for performance measures from different perspectives. The measures from the different perspectives are to give a more balanced view of the organization that reflects the different drivers that in the end contribute to wide range of attributed motivators for entering into and maintaining strategic alliances.

According to Kaplan, Norton and Rugelsjoen (2010), corporate alliances are a 50/50 bet, and fail very often. The main reason is that most alliances are defined by service level agreements (SLAs) that identify what each side commits to delivering rather than what each hopes to gain from the partnership. Indeed, to align two organizations with entirely different business models and cultures, an alliance strategy map and alliance scorecard is necessary. For cross-entity collaboration to yield the highest rewards, the partners must first agree on strategy and then design metrics to determine how well the strategy is being implemented. The BSC management

system provides a framework for partners to work collaboratively and productively to achieve benefits that neither could accomplish on its own.

Dadashian et al. (2007) posit that the alliance making evaluation problem is a challenging decision-making problem faced by decision makers that deal with alliance management. The evaluation involves multiple criteria measuring rewards, relevance to the organization's mission and objectives and probability of technical and commercial success. Particular elements will be more critical to partners with various combinations of resources and risks and will have implications for the selection of evaluation mechanisms to assess the firm's potential in alliance making. Developing an Alliance Balanced Scorecard (ABS) can therefore solve these problems by classifying criteria based on the evaluation of a firm's capability for entering strategic alliances and mitigate the natural conflict between alliance partners.

According to Kaplan and Norton (2006), alignment between business strategy and alliance is key. Firms may have designed their alliances with their business strategy in mind. This is because a lot of resources may be focused on the allocation and management of internal resources to achieve business strategy. In as much as firms relying on external knowledge resources from its alliance partners, managers must now ensure the proper alignment between business and alliance strategy (Kaplan and Norton, 2006). Without an ABS, external contracting focuses on financial measures, such as price and cost. The scorecard provides a more general contractual mechanism that allows the venture to explicitly incorporate measures of relationship, service, timeliness, innovation, quality, and flexibility, as well as cost and price (Dadashian et al., 2007). Indeed traditional alliance success measures such as duration and financial based metrics may be insufficient if the business strategy is to reduce exposure to risk or to develop industry standards. Alliance success measurement, therefore, should include a linkage to business strategy (Lesser & Prusak, 2004).

In the Alliance Balanced Scorecard model motivations and issues of making alliances can be classified into four-perspective framework: financial, strategic,

operational, and relationship (Kaplan and Norton 1996, in Dadashian et al., 2007). Dadashian et.al (2007) present the Alliance Balanced Scorecard model as follows:

Table 1.1: Alliance Balanced Scorecard Model

Perspective	Objectives
Financial	Increase alliance revenues Reduce redundant cost across alliance members Increase partners' revenues through new customer relationship and related product sales Develop growth options for partners from alliance developing new products and new customer relationships
Strategic	Develop new technology Increase penetration with targeted customers Increase learning opportunities for partners' employees assigned to alliance
Operational	Meet project milestone Reduce costs in manufacturing, sales, or distribution Improve product development and launch processes Enhance coordination between alliance and parents
Relationship	Promote fast, effective decision making Communicate effectively within alliance and between alliance partners Build and maintain trust Develop clear roles, responsibilities, objectives, and accountabilities for alliance managers and employees

Source: Dadashian et al. (2007)

From an environmental scan of the Customs Department in Kenya, it is seen that C2B partnerships between Customs and Agents are in the areas of ICT partnerships, training partnerships, banking partnerships, and partnerships in customer relationship management, being evident in the literature review of this study. This proposition is based on a simplified systematic literature review. According to Armstrong, Hall, Doyle and Waters (2011), systematic literature reviews are a type of literature review that uses systematic methods to collect secondary data, critically appraise research studies, and synthesize findings qualitatively or quantitatively.

According to JEPS (2018), systematic literature reviews allow us to examine conflicting and/or coincident findings, as well as to identify themes that require

further investigation. One of the characteristics of systematic literature is that objectives are clearly defined a priori. Systematic literature review in this study involved analysis and synthesis of information (qualitative synthesis) to identify themes involving Customs to Business partnerships in Kenya. This form of retrospective studies can lead to a certain level of credibility regarding their conclusions (JEPS, 2018). Therefore, objectives in this study were obtained from an analysis of literature on Customs to Business partnerships in Kenya. C2B partnerships, however, have not been analysed using an Alliance Balance Scorecard approach, hence the need for the analysis in this study.

According to the World Customs Organization (2015a), international references, instruments and tools that support C2B partnerships include the WCO Customs in the 21st Century document (2008), WCO Revised Kyoto Convention (RKC) (1999), the WCO 'SAFE' Framework of Standards (Framework of Standards to Secure and Facilitate Global Trade) (2015c), the Conventions on the Temporary admission of goods (ATA and Istanbul Conventions), the WCO Revised Arusha Declaration (2003), the WCO Data Model and the Private Sector Consultative Group (PSCG). The World Trade Organization (WTO) also supports C2B partnerships through the Agreement on Trade Facilitation (2014).

Several studies have been done related to strategic partnerships and the satisfaction of Customs agents, such as Zhang and Preece (2011), Kairu (2013) and Mutema (2013). Zhang & Preece (2011) undertook a study on designing and implementing Customs-Business partnerships, looking at a possible framework for collaborative governance. The study explores the meaning of Customs Business Partnerships in which Customs and businesses work together to achieve common goals. These include the need for collaboration, reducing transaction costs, and resource dependence between both parties. It explains how the Customs community is moving towards the 'partnership' buzz – through the highly talked of Customs to Business (C2B) partnership being advocated for by Customs organizations worldwide. The authors explore the C2B partnership initiative of the Authorized Economic Operator (AEO) program, whereby Customs provides minimal clearance controls and faster clearance to stakeholders in business that are compliant with the Customs authority

standards. However, other partnerships have been simply mentioned in the passing (for example, the Single Window in Thailand, the Industry Partnership Program in the United States etc.).

Kairu (2013) studied the effect of strategic responses on Kenya Revenue Authority operational performance. One the objectives of the study was to determine the effect of strategic partners' management on the operational performance of KRA. According to the study, KRA has formed strategic alliances with banks and mobile telecommunications companies. The study revealed that these alliances have helped in streamlining tax revenue collection, discovering new taxable citizens, increasing revenues and improving the overall performance of KRA. However, the study failed to study address strategic Customs-business partnerships in areas such as training, Customer Relationship Management and information technology. The effect of the same on service delivery was therefore not adequately researched.

Mutema (2013) examined customer service delivery at the Customs and Border Protection (CBP) Department. The respondents included various Customs staff and clearing agents. The study found that the main tasks of customer service in Customs Services Department involve processing of declarations, release of cargo resolving public complaints and provision of focused taxpayer education. Findings indicated that service delivery in the department had not been satisfactory because of poor working conditions and unfriendly customer attitudes. The study however, did not address customer service delivery as a strategic objective of KRA. However, partnerships were not studied, although these are strongly recommended by the WCO, as recommended in the WCO Customs-Business Partnership Guide (WCO, 2015a). This study therefore sought to analyze the effect of strategic Customs-business partnerships on the service satisfaction of Customs agents in Kenya.

1.3 Objectives

1.3.1 General Objective

The purpose of this study was to assess the effect of strategic Customs-Business partnerships on the service satisfaction of Customs agents in Kenya.

1.3.2 Specific Objectives

This study was guided by the following specific objectives:

1. To establish the effect of strategic ICT partnerships on the service satisfaction of Custom agents in Kenya
2. To establish the effect of strategic training partnerships on the service satisfaction of Custom agents in Kenya
3. To establish the effect of strategic banking partnerships on the service satisfaction of Customs agents in Kenya
4. To establish the effect of strategic partnerships in Customer Relationship Management (CRM) on the service satisfaction of Customs agents in Kenya.

1.4 Research Hypotheses

The hypotheses were derived from the study objectives. The hypotheses for this study were stated in null form as follows:

- H₀₁: There is no significant relationship between strategic ICT partnerships and the service satisfaction of Custom agents in Kenya
- H₀₂: There is no significant relationship between strategic training partnerships and the service satisfaction of Custom agents in Kenya.
- H₀₃: There is no significant relationship between strategic banking partnerships and the service satisfaction of Customs agents in Kenya.
- H₀₄: There is no significant relationship between strategic partnerships in Customer Relationship Management (CRM) and the service satisfaction of Customs agents in Kenya.

1.5 Significance of the Study

The study is expected to be of importance to the management and staff of the Customs and Border Control Department as it gives feedback on the effectiveness of the implemented strategies in achieving intended goals and objectives. It can also be useful to members of other tax authorities, agencies and public organizations intending to implement strategy planning in their organizations.

Revenue collection Agencies are one of the most fundamental organizations in any country. Taxes collected go towards improving infrastructure, payment of civil servants who provide quality services to the public, giving support to the less privileged among others. Indeed collections made at KRA go a long way in making the National Treasury meet its obligations, including remitting funds to counties, providing Higher Education Loans Board money, and releasing free primary and secondary education funds (Ngigi, 2015). However, in the recent past, Kenya Revenue Authority in particular Customs and Border Control Department has not been meeting its targets, raising questions on the reason. The Kenya Revenue Authority collected about Sh300 billion in the first three months of the financial year 2015 against a target of Sh328 billion. KRA pointed out that demands made on it were very ambitious indicating the huge cash appetite of the current government (Ngigi, 2015).

The Kenyan budget has continued to increase over the years, resulting into an increase in revenue targets for KRA to meet. Indeed under the 6th Corporate Plan, implementation of this sought to increase revenue collection from Ksh.1,067 million in 2014/2015 to 2,050 million by 2018, among other measures such as, improve tax payment rank, raise electronic filing and payment to 80 per cent from as well as zero tolerance to corruption (KRA, 2015d). According to the Sixth Corporate Plan, KRA had a target of 5.2 trillion for the period of three years from 2015/16 to 2017/18.

According to the National Treasury, Kenya (2015), the Kenya Revenue Authority (KRA) surpassed its 2013/2014 full year target collection by Sh100 million as it bagged Sh963.8 billion in taxes against a target of Sh963.7 billion. However, the Sh963.7 billion target was a revision of the original target of Sh973.5 billion that was

undertaken due to lower economic growth forecasts and depressed imports trends. Based on the original target of Sh973.5 billion, KRA's collection would have underperformed by one per cent. KRA has revised all its targets downwards in the last four years, from 2010 to 2014 (National Treasury, Kenya, 2015).

Missed revenue targets by the authority have led to the authority searching for measures to improve revenue collection. To enhance tax compliance through facilitation, the new approach forms the basis for the theme of the Sixth Corporate Plan, dubbed 'Building Trust' (KRA, 2015,d). This research therefore would help the government to make an informed decision before committing its resources especially at this time when there are budget constraints. KRA would therefore be able to satisfy the high demand of taxes by the government and also provide quality services to the public.

This study is important to an important stakeholder of the Customs and Border Control Department, being Customs Agents. They can be able to use the findings of the study to formulate viable policy documents that effectively in turn boost productivity. Seeing the benefits of partnering with Customs, the regulating body of Customs Agents, the Kenya International Freight and Warehousing Association (KIFWA), is expected to be eager to cooperate and form partnerships with Customs. Customs agents would therefore experience improved service satisfaction in their own operations.

Finally academicians and researchers would find this study useful as a point of reference and add to the existing body of knowledge in strategic partnerships. This study is geared towards the context of Customs, that is a department of KRA. Therefore, the study would be useful to other like parastatals and government bodies that deal with revenue. In particular, academicians can use the findings as a basis to analyze strategic partnerships and their effectiveness in public institutions.

1.6 Scope of the Study

The scope of the study was limited to Customs agents operating in Kenya. According to information obtained from the Kenya International Freight and Warehousing Association (KIFWA), for the period 2014/2015, 525 Customs agents licensed with KRA were registered members of KIFWA Nairobi, while 608 Customs agents licensed with KRA were registered members of KIFWA Mombasa, being the two branches of KIFWA in Kenya. According to information obtained from KRA, there were an estimated 1575 registered and licensed Customs agents in Kenya as from January 2015 up to December 2016. Of these, 585 were businesses registered in Mombasa, 936 were businesses registered in Nairobi, and 54 were businesses registered in other towns. Therefore, the study focused on Customs agents in both Mombasa and Nairobi, being the majority representation of Customs agents in Kenya. The study focused on representation from the senior management of Customs agents. The employees consulted/questioned were those that have been in the industry for at least three years for purposes of exposure to change. The study sought to establish the effect of strategic Customs-business partnerships on the service satisfaction of Customs agents in Kenya. Therefore, Customs agents constituted the population for this study. The study was conducted in 2016.

1.7 Limitations of the Study

The respondents were likely to be reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image about them to KRA, since KRA is a revenue collection agency, and the mother organization of the Customs and Border Protection Department. This was mitigated by obtaining a letter of introduction from the University which assured the respondents of the academic purpose of the study.

One of the limitations of the study is that the responses obtained could be adversely affected depending on negative media reports or the political and economic situation in the country. An instance is the news reports in Kenya, whereby a number of Customs staff were arrested over integrity challenges in May 2019 (Reuters, 2019).

This information could lead to negative perceptions of Customs agents towards the Customs department, and hence lead to a negative effect on service satisfaction, despite fruitful C2B partnerships being implemented. According to the 6th Corporate Plan of the KRA, by their nature, revenue authorities are high risk organizations when it comes to integrity. Thus, tackling integrity concerns in the tax administration will significantly improve the country's overall integrity profile. The 6th Corporate Plan recommends vigorous enforcement of revenue statutes in order to reduce the incentive to engage in corrupt activities. (KRA, 2015d).

A poor economic outlook in the economy could also lead to misguided responses on the dependent variable - service satisfaction. This is in instances of economic downturn, whereby, taxpayers, and Customs agents at large are tight in finances, yet they have to remit tax to the government. This would lead to negative 'service satisfaction' towards Customs, when in essence Customs is only following its mandate of collecting revenues on behalf of the government.

According to the Customs-Business Partnership Guidance of the WCO (WCO, 2015a), the overarching philosophy behind developing and sustaining a Customs-Business partnership for mutual cooperation hinges on the perceptible change in the business culture and mind set of Customs and business (WCO, 2015a). The WCO therefore recommends that the exact nature of C2B partnerships should be tailored to the individual needs and circumstances of each country.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter explores literature that focuses on the effect of strategic Customs-business partnerships on the satisfaction of Customs agents in Kenya. The chapter commences by reviewing the theories that inform the discussion on business partnerships and the service satisfaction of Customs agents. It provides a conceptual framework for the study. It reviews variables and factors relating to the objectives of the study. It then elaborates on literature from empirical studies that discuss the link between strategic Customs-business partnerships and the service satisfaction of Customs agents.

2.2 Theoretical Framework

This section reviews theoretical foundations that discuss and explain Customs agent's behavior. The theories assist in appreciating how Customs-business partnerships affect Customs agents in Kenya. The theories discussed are the Resource Dependency Theory and Agency Theory.

2.2.1 Resource Dependence Theory

According to the Resource Dependence Theory, organizations are not able to internally generate all the resources and/or functions required to maintain themselves and therefore must enter into exchange transactions and relations with elements in the environment to ensure a stable flow of resources and services (Kairu, 2013). The Resource Dependence Theory falls into the sphere of organizational development by taking the perspective of meeting organizational needs or solving organizational problems through cross-boundary cooperation. The core arguments are that organizations collaborate because they lack critical competencies and cannot develop them on their own or in a timely fashion, their environments are more uncertain or turbulent today, many resources are scarce, and environments are turbulent and that

any organization has an inherent tendency to attempt to overcome uncertainty (Zhang & Preece, 2011).

Warui (2014) quotes Glaister (1996) to say that the Resource Dependency Theory states that firms have specific resources but that few firms are self-sufficient in these resources and therefore must depend on others for important resources. Resource dependent theory proposes that firms form strategic partnerships as a strategy of overcoming challenges and improving on their performance. A deficiency in one or more strategic resources that is a core competency is seen as the driving force for collaboration and a means of reducing uncertainty and managing this dependency. When efficient market exchange of resources is possible, firms are more likely to continue alone and rely on the market. Thus, the Resource Dependency Theory view considers strategic partnerships as strategy used to access other firms' resources, for the purpose of garnering otherwise unavailable competitive advantages and values to the firm (Eisenhardt & Schoonhoven, 1996). An increasing number of organizations are coming together to address complex societal issues.

Zhang and Preece (2011) posit that these arguments may be particularly relevant to the Customs context. The tension between increasing workloads and reduced resources compels Customs to seek external resources from the private sector to meet its policy objectives, such as information, expertise, commitments and support. On the other hand, the resources of information and power held by Customs are also valuable to the business sector.

2.2.2 Agency Theory

According to Smith (2011), the 1976 article "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure" by Jensen and Meckling helped Agency theory as the dominant theoretical framework of corporate governance literature, and position shareholders as the main stakeholder. According to this article, Agency theory addresses the Agency issue in which one party (the principal) delegates work to another (the agent), who performs that work. There is an agency relationship when the actions of one individual affect both his welfare and that of

another person in an explicit or implicit contractual relationship. The individual who undertakes the actions is the agent and the person whose welfare (utility), measured in monetary terms, is affected by the agent's actions is called the principal (Akaranga, 2010).

According to the article by Jensen and Meckling, the typical case of agency relationship is the one that exists between an employer (the principal) and his employee (the agent). In an agency relationship, the principal wants the agent to act in the principal's interest. However, the agent is expected to have his own interest and consequently, he may not act in the principal's best interests. Wearing (2005) also quotes Jensen and Meckling, according to whom, an agency relationship is a contract under which one or more persons (the principal), engage another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent. If both parties to the relationships are utility maximizers, there is a good reason to believe that the agent will not always act in the best interests of the principal.

According to Jensen and Meckling, the principal's problem is consequently to design an incentive contract that induces the agent to undertake actions that will maximize the principal's welfare. However, both the principal and agent are confronted with uncertainty. This uncertainty may appear in various ways. Ittonen (2010) posits that the principal-agent relationship may be associated with information asymmetry. The agent, as the party with greater involvement in the company, has access to information which may not be available for the principal without cost. The agent has the opportunity to use this information to his/her own advantage. This generates the need for regulation in the relationship.

Second, uncertainty bears on the outcomes of the agent's actions. An agent is uncertain about the outcomes of his actions. For the principal, this latter phenomenon manifests itself more precisely in the fact that the principal is uncertain about the causality between agent's actions and the outcomes. This state of uncertainty and the resulting state of asymmetric information that exists between the principal and his

agent impose certain constraints which complicate the forming of the contract (Akaranga, 2010)

According to Mayer, Warner, Siedel, Lieberman, and Martina (2012) all corporate transactions, including those involving governmental organizations, are so conducted because corporations cannot themselves actually act; they are legal fictions. Agencies may be created expressly, impliedly, or apparently. Recurring issues in agency law include whether the “agent” really is such, the scope of the agent’s authority, and the duties among the parties. Therefore, the Agency theory may apply to the KRA-Customs agents relationship, whereby KRA enforces Customs laws in the country while Customs agents are the implementers. This relationship calls for regulation and partnership between the two to aim to improve efficiencies in the business of both parties and hence lead to service satisfaction.

2.3 Conceptual Framework

According to Kombo and Tromp (2009), a concept is an abstract or general idea inferred or derived from specific instances. A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Mugenda and Mugenda (2003) and Smyth (2004), define a conceptual framework as a hypothesized model identifying the model under study and the relationship between the dependent and independent variables. Kothari (2004) defines an independent variable also known as the explanatory variable as the presumed cause of the changes of the dependent variable, while a dependent variable refers to the variable which the researcher wishes to explain (the response variable). The goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them. Such a framework would help researchers define the concept, map the research terrain or conceptual scope, systematize relations among concepts, and identify gaps in literature (Creswell, 2003). The following Figure 2.1 is a figurative representation of the variables explored by this study.

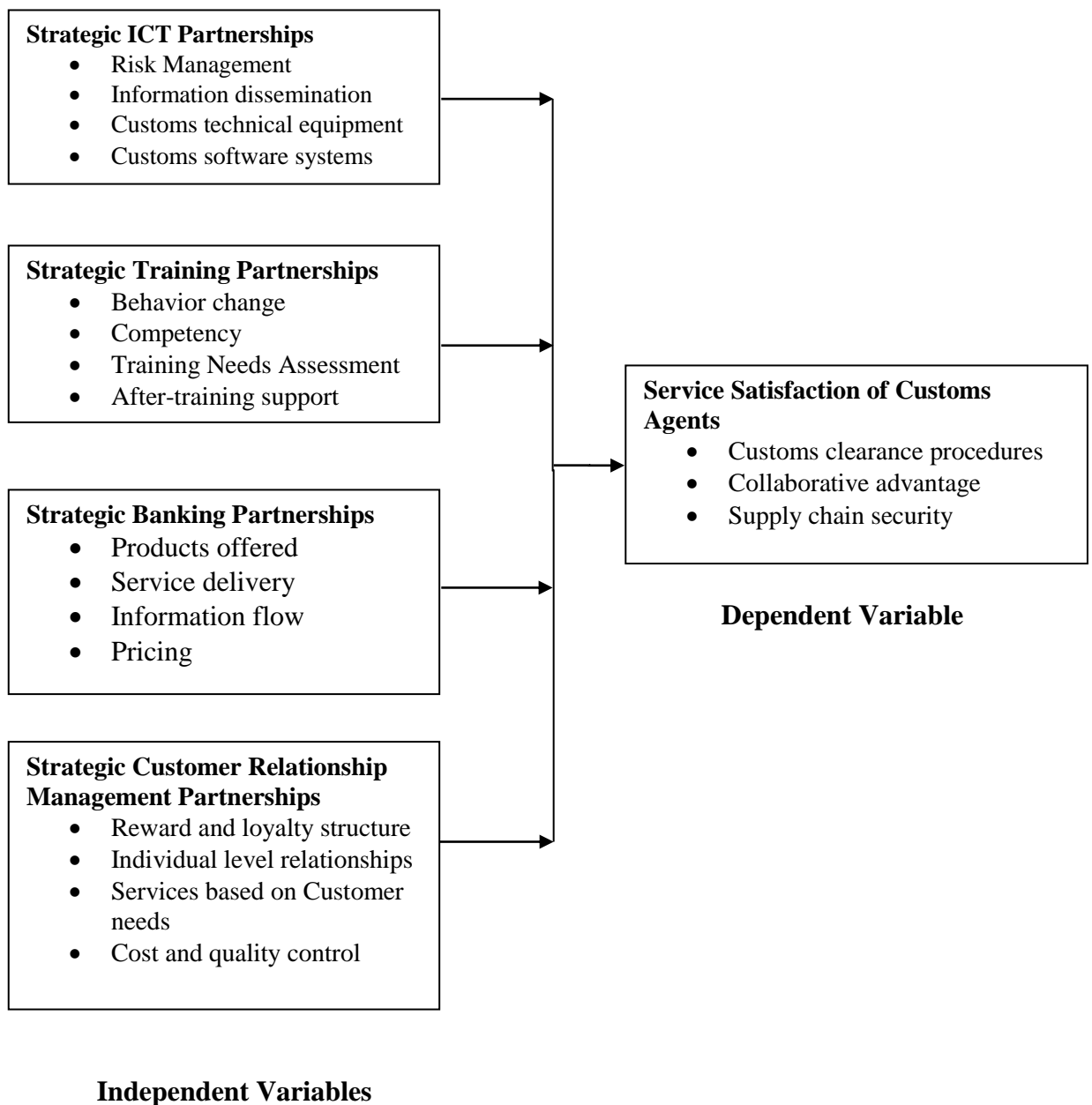


Figure 2.1: Conceptual Framework

2.3.1 Strategic ICT Partnerships and Service Satisfaction of Customs Agents

Researchers such as (Christensen, 2000; Doganis, 2006; Werthner & Klein, 2005) consider Information and Communication Technology (ICT) as a group of elements (hardware, software, and people) that should be working together in the process to present the benefits to the organization in the form of information, product or services and so on. Werthner and Klein (2005) assert that the ICT term contains hardware, software, networks and people that should be integrated as a one unit by linking each one to the other in a clear process to generate the information that helps the decision makers, producing product and services presenting, promotion, controlling and for achieving the organization's aims and goals.

De Watteville and Gilbert (2000) define ICT as the acquisition, analysis, manipulation, storage and distribution of information; and the design and provision of equipment and software for these purposes. According to Chauhan (2013), the earlier term IT has recently been expanded to Information and Communication Technology (ICT) in recognition of the growing significance of communications technology to access the Internet, send email to other institutions, to video conference, and so on. ICT therefore combines telecommunications, computing and broadcasting and covers any product that will store, retrieve, manipulate, transmit or receive information electronically, including telephones, faxes, computers and televisions (Chauhan, 2013).

Over the years, technology in business has been changing rapidly as the global environment becomes highly competitive and innovative. The use of Information Communication Technology (ICT) has become very vital to all organizations that intend to remain competitive in the market (Cravens, 2000). ICT is clearly considered as a key growth area in this century, specifically, in a dynamic business and highly competition environment which requires utilizing advanced ICT to improve efficiency and cost effectiveness, and to present high quality products and services to their customers (Allen & Morton, 2004).

Information Communication Technologies (ICT) can provide powerful strategic and tactical tools for organisations, which, if properly applied and used, could bring great advantages in promoting and strengthening their competitiveness. The Information and Communication Technology (ICT) Strategy, is therefore the comprehensive plan that information technology management professionals use to guide their organizations. An IT strategy covers all facets of technology management, including cost management, human capital management, hardware and software management, vendor management, risk management and all other considerations in the enterprise IT environment (Cobb, 2015).

IT and business strategy functions need to be completely synchronized towards common business-oriented goals (Beveridge, 2009). ICT causes fundamental changes in the nature and application of technology in businesses. ICT can provide powerful strategic and tactical tools for organizations, which, if properly applied and used, could bring great advantages in promoting and strengthening their competitiveness (Buhalis, 2004).

According to Gaines, Hoover, Foxx, Matuszek and Morrison (2012), IS departments are rapidly becoming strategic partners with other business functions and integral to the general success of the organization. Therefore, the power to collect, assess, and disseminate information is a valuable strategic resource to improve competitive advantage. Since technological advances are changing rapidly there is need for frequent updates in hardware and software as well as new competencies for IS professionals.

Some of the trends related to IS include flattened organizational hierarchies, increasing reliance on intellectual capital, greater reliance on outsourcing and strategic partnerships, changing demographics, consumer focus, and a need to organize and control an increasingly complex and turbulent environment (McNurlin, Sprague, & Bui, 2009).

Information dissemination is an important aspect to deliver benefits of ICT partnerships. Ion, Beyard and Sedaca (2014) did a study on a synthesis of trends in

public-private partnerships (PPPs) for Improving Food Security and Rural Development. It was found in this study that PPPs in technological solutions provided great benefit to improve farmers' wellbeing. For instance, knowledge and technical expertise partnerships focus less on financial resources and more on information dissemination, knowledge and technology transfer, and training to develop the capacity and commercialization of smallholders.

According to Gaines, et al., (2012), the power to collect, assess, and disseminate information is a valuable strategic resource that any organization can use to improve its competitive advantage. The nature of the changing environment and associated consequences assist in decision making that helps to meet the challenges of the global market, thus creating a strategic advantage for early mover firms. Therefore, technological advantages require frequent updates in hardware and software as well as new competencies for Information Systems (IS) professionals.

The aftermath of the September 11, 2001 bomb attacks in the USA from a Customs and trade perspective led to a greater emphasis on security of the international trade supply chain, and not just cargo security. These developments have had an impact on the security arrangements and technological equipment requirements expected of the trade due to the integrated nature of modern supply chains (Sheffi, 2001).

The electronic cargo tracking system in Kenya is an example of partnership whereby transporters are required to fix electronic cargo tracking equipment onto their shipments of transit trucks, which are then monitored by the CBP Department. The One Stop Border Post is another example of collaboration between Customs and Business whereby an online release for shipments has been done to Kenya Ports Authority in their KWATOS system (Kilindini Waterfront Automated Terminal Operating System), shipments then released to importers. This system was developed in joint consultation with all the stakeholders involved in the Customs clearance procedure, including Customs, KPA, Clearing agents, and others (Adam, Souter, Jagun, & Tusubira, 2011).

Since the speed with which goods are cleared from Customs control partly depends on the work of third party logistics providers, it is important for all parties including

Customs to be closely in collaboration with business (Buyonge & Kireeva, 2008). One of the key desirable factors for successful Customs to business partnerships includes greater usage of ICT for private sector engagement (WCO, 2015a).

According to Buyonge and Kireeva (2008), most Customs administrations find it difficult to sustain genuine dialogue with business, and the relationship is mutually antagonistic because compliance with Customs laws and procedures is often involuntary. However, in a report conducted by the Business Action for Improvement in Customs Administration in Africa (BAFICAA), Kenya was cited as an exception rather than the rule among the countries surveyed, where Customs officials went out of their way to call private sector representatives for meetings (BAFICAA, 2010).

Information dissemination through the use of the KRA website is done through providing information to businesses and clearing agents on the latest happenings at KRA. For example, relevant notices to taxpayers, links to online systems, links to other institutions that work with the Customs Services Departments, and so forth are easily available on the KRA website (Buyonge & Kireeva, 2008).

According to the KRA Overall Risk Management Policy and Framework (KRA, 2014b), the risk appetite of KRA determines the amount of risk that shall be considered acceptable to take, in pursuit of corporate objectives. KRA analyses self-assessed risks and key risk indicators using a five point scale and classified into high (red), medium (amber) and low (green). These categories have been applied in the electronic lodgment of entries in the Simba system. The Green channel constitutes goods that may be released without Customs intervention or direct release, while on the other extreme, the Red channel constitutes goods that must be subjected to both detailed document verification or scanning followed by a mandatory 100% verification (KRA, 2014b).

The application of risk management and the use of risk-based selectivity (red/green channel) allows Customs to allocate its scarce resources to the high-risk areas while increasing the efficiency of the clearance process for low-risk shipments (United Nations Economic Commission for Europe, 2012). However in some areas, there

have been complains that IT systems and partnerships are not being applied, though in place. For example, according to the BAFICAA report (BAFICAA, 2010), risk management is respected more in its absence than its use, as officials routinely override electronic ‘Green Channel’ assessments and prefer to conduct one hundred per cent verification.

In order to increase efficiency in physical examinations, many administrations use modern technical equipment such as scanners or other specialized detection devices, so called non-intrusive inspections techniques (NII). The use of this type of techniques must be effectively deployed, and must be based on selectivity and risk assessment and where appropriate based on random controls (World Customs Organization, 2010c). Ihiga (2007) notes that even after the introduction of container scanners in Kenya, the dwell time of goods at the port has not reduced significantly due to the existing high levels of verification even after electronic scanning has been carried out.

Kenya adopted the SIMBA system in 2005, an all-encompassing IT software system to automate Customs import and export declaration and clearance procedures. This made it possible for Clearing agents to do the Customs clearance procedure largely online rather than manually (Muthama, 2013). However, in Kenya’s experience with the implementation of ‘SIMBA 2005’ in July 2005, a significant segment of the private sector was found unprepared with consequent disruption of business and profits. A number of clearing agents had not paid the requisite fees for training and internet access by the time of roll out of Simba 2005. A court case by the business community initiated to compel the Kenya Revenue Authority to revert to the old system was not successful. More partnering and alliance was definitely required to support this IT infrastructure (BAFICAA, 2010).

The Simba 2005 system has been in the process of being overhauled to pave way for the National Single Window system (KRA, 2012). The Single Window system was designed through a collaborative process with relevant agencies and stakeholders in the private and public sector. The Single Window is a single IT portal for lodging trade documents. The state agency charged with implementing the single electronic

window system (SWS), is known as Kenya Trade Network Agency (KenTrade). It is expected that during piloting, the system will be used to test and track electronic access to Import Declaration Forms (IDF) and e-payment for permits. This will be done to banks through online systems of the Kenya Ports Authority (KPA) and KRA (Okoth, 2014).

The World Customs Organization in its Customs-Business Partnership Guide gives examples of successful ICT Customs-Business partnership initiatives worldwide (WCO, 2015a). One of these is the case of South African Customs' technical and strategic business interaction with stakeholders. The collaboration includes interaction between primary stakeholders and their software service providers on issues relating to changes in Customs policy and systems technical enhancements. The South African Revenue Service (SARS) publishes Customs legal issues on its website, and publishes regular communication on the same, as well as collaboration in developing training material (WCO, 2015a).

The NACCS (Nippon Automated Cargo and Port Consolidated System) of Japan is another example of successful Customs-Business partnership. The NACCS has been serving as a core system in the operation of imports/exports and port and airport procedures in Japan. The NACCS has also been a central system for Single Window system in Japan since 2003, and all border agencies' systems had been integrated into the NACCS in 2013. This system has been operating as a joint public and private sector system and the NACCS Center which is responsible for managing the system was privatized in 2008 (WCO, 2015a).

The "Delta X Export" IT teleservice project is an example of Customs-Business partnership bringing express courier operators and French Customs closer together. The project seeks to provide exporters with an IT teleservice to complete the mechanism now used in France for imports by express delivery and make Customs declarations paperless. The approach adopted by Customs has been to involve the express and postal operators in each stage of the deliberations (WCO, 2015a).

2.3.2 Strategic Training Partnerships and Service Satisfaction of Customs Agents

Training, in the most simplistic definition, is an activity that changes people's behavior (Zwick, 2006). Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs (Zwick, 2006).

Faems, Sels, DeWinne, and Maes (2005) list the following as general benefits from employee training: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products, reduced employee turnover. This is only a partial listing of the many benefits that result from training. Training that is appropriate to the needs of an organization can add great value.

A number of studies indicate that employee training has a positive impact on corporate performance. They generally test the hypothesis that, by improving the competency of employees, training also improves their productivity, which is reflected in an improvement in the firm's performance. Markos and Sridevi (2010) also found a positive relation between training and productivity, profit, revenue and client satisfaction, a relation that is more significant when the training is accompanied by incentives for the employees.

Ng and Siu (2004) conducted a study on state-owned manufacturing enterprises (SOEs) and non-state-owned manufacturing enterprises (non-SOEs) from a survey in Shanghai to assess the effects of training on firm performance. They found that managerial training had a positive and significant effect on sales in both SOEs and non-SOEs. However, technical training made no contribution to firm productivity. The study also indicated that training objectives have three major dimensions, namely enhancing working relationships, tackling skill deficiencies, and skill development. In addition, SOEs tend to focus more on skills development whereas

non-SOEs concentrate on enhancing both working relationships and skill development.

Thang and Quang (2005) estimated the impact of training on firm performance, surveying cross-sector enterprises. They found that there was a positive association of training with market share and organizational performance. Omole (2004) and Akintayo (2011) noted that in Nigeria individual's firms and companies have started making various attempts at training the required skilled manpower. Industries like the Nigerian Port Authority, Nigerian Telecommunication Limited and Banking industries have taken their turns to have their training schools. The author further contends that the Government and its various agencies, also realizing the importance of training, and has virtually set-up various training schools for human resource development. This is buttressed by the Nigerian National Policy on Education, according to which, "for all classes of workers, different kinds of in-service training course, seminars, conference or workshops should be arranged on a continuing basis, so that all workers may attain greater proficiency in their works".

Emojong (2004) did a study on In-Service Training Programs and their effects on the performance of staff at the Uganda Revenue Authority; it was emphasized in this study the need for on-job training, short seminars and team building workshops as programs that increase the performance of the employees. Without the right training, employees can be the organization's biggest liability. Trained effectively, however, they can become a firm's biggest asset (Bartram and Gibson, 2008). According to Noe (2010), after training support is a key ingredient in the success of training where managers offer after training support to employees to implement the new skills acquired successfully. Support and endorsement from management can greatly enhance training results. One can conclude that training is not always the answer, and when it is the answer, it has to be the right training.

According to Williams (2008), forms of after training support such as the establishment of relationships through supervisor/peer support, organizational support and coaching within the workplace help to increase the long term benefits of training and give the company an opportunity to ensure that training money is well

spent. Other post-training mechanisms mentioned include developing ideas (through goal setting), and making sure everyone is involved (through relapse prevention). Relapse prevention may be done through ways such as adding publication mailings to trainees to keep them abreast of current issues and by having instructors periodically contact trainees to see how things are going and to reinforce both the training organization and employer's commitment to the process (Haskins & Clawson, 2006). Organizations also need to ensure that some learning of knowledge actually occurred during the training process by formal testing or post-surveys (Williams, 2008). Besides this, a positive work environment should be provided for employees to practice what they have learnt, as well as have them motivated through further continuous learning.

According to HR-Guide (2015), the difference between the actual level of job performance and the expected level of job performance indicates a need for training. The identification of training needs is therefore the first step in a uniform method of instructional design. A successful training needs assessment helps to identify those who need training and what kind of training is needed. It is counter-productive to offer training to individuals who do not need it or to offer the wrong kind of training (HR-Guide, 2015). According to Brown (2002), training needs assessment is an ongoing process of gathering data to determine what training needs exist so that training can be developed to help the organization accomplish its objectives. A good training needs analysis includes organizational analysis (what the organization is trying to accomplish), person analysis (potential participant and instructors involved), work and task analysis (the job and the requirements for performing the work), performance analysis (if there is a performance gap), content analysis (knowledge and information), training suitability analysis (whether the training has the right solution) and content analysis (return on investment) (HR-Guide, 2015). A Training Needs Analysis therefore helps a business to use its training resources effectively and efficiently.

According to Brown (2002), conducting needs assessment is fundamental to the success of a training program. Brown (2002) elaborates that often, organizations will

develop and implement training without first conducting a needs analysis. These organizations run the risk of overdoing training, doing too little training, or missing the point completely.

Taxpayer education and sensitization and joint consultations in Kenya culminate into an annual event called Taxpayer's Day in recognition of a voluntary spirit of compliance amongst taxpayers (Buyonge & Kireeva, 2008). According to Buyonge and Kireeva (2008), African Customs officials are generally well-educated, with a good understanding of the laws they enforce; on the other hand, the level of education and professionalism of the Customs brokers that represent importers and exporters does not always match the expectations from Customs authorities. This unequal relationship therefore allows manipulation by Customs officials of the laws and procedures, which aims at intimidation of brokers with a view to paying facilitation fees for private gain, or to maximizing revenue collection to meet set targets, both to the detriment of business people. Therefore, there is need for training partnerships to create Customs specialist expertise, as well as impart the necessary knowledge to clearing agents who act on behalf of importers and exporters (Buyonge & Kireeva, 2008).

The Kenya School of Revenue Administration (KESRA) is the training arm of KRA. The current strategic direction of the Kenya School of Revenue Administration (KESRA) calls for formal collaborations with key stakeholders including those relating to Customs training (KRA, 2012). To this effect KRA has entered into a Memorandum of Understanding (MOU) with the Kenya International Freight and Warehousing Association (KIFWA) in order to deliver training jointly to Customs agents.

The MOU covers mutual consultation on matters of Customs laws and procedures. This MOU is in place, appreciating the important role of the business community in general, and logistic service providers in particular, in ensuring proper implementation of laws governing the movement, release and clearance of goods. An important aspect of the MOU is training and capacity building. KRA recognizes KIFWA as a representative of licensed clearing and forwarding agents,

warehousemen and other associated bodies in the country, and as a partner in enhancing and facilitating the collection of revenue, facilitating legitimate trade, and deterring various Customs offences. One of the current training programs meant for Customs agents is the East African Clearing and Forwarding Practicing Certificate (EACFFPC) offered at KESRA since the year 2006.

Within the East African Customs Union Partner States (Burundi, Kenya, Uganda, Tanzania and Rwanda), there is an agreement by the Custom that Customs brokers undergo required, uniform training to enable them to obtain practicing certificates issued by Customs as a condition for their licensing (Buyonge & Kireeva, 2008).

2.3.3 Strategic Banking Partnerships and Service Satisfaction of Customs Agents

Some banks have entered into joint-ventures with companies in other industries (in particular retailing, telecommunications, and utilities) where such companies then operate as the distribution channel for a range of banking products (mostly starting with payment cards). The bank then delivers all the back office operations to the retailer, telecommunication, or utility company and it ensures that compliance procedures are maintained. Also new, smaller niche banks with fewer compliance requirements have established footholds in selected product areas (for example, investment products, raw material trading, and funds) (Jones & Farquhar, 2006).

Warui (2014) conducted a study to investigate challenges facing strategic alliances in Kenya Commercial Bank Limited. From her study it emerged that financial institutions are increasingly seeking partnerships such as strategic alliances to enter new markets, obtain new skills, and share risks and resources. Kenya Commercial bank group Limited has entered into strategic alliances with other firms such as Visa and Mastercard to issue debit cards. It was noted that banks are becoming less self-sufficient and their survival largely depends on successful strategic alliances and co-operation with others. For instances Kenya Commercial Bank has partnered with technology firms such as Kenswitch to increase the number of ATMs, and

telecommunication firms such as Safaricom for mobile banking and fee collection platforms.

According to Bena (2010), satisfaction in the banking services context is in contrast to products, since the service encounter is key in the evaluation, this being the interaction with the service provider and the customers. Hence customers can only evaluate services once the service actually takes place. Therefore, the customer service experience is defined by the interaction with the organization, the processes involved, and its employees. Various bank service attributes that may be used to measure satisfaction mentioned include accessibility of offices, appearance of the facility, attitude and behavior of staff, decor and atmosphere, business hours, price and relation to quality (interest rates and charges) and execution time (Bena, 2010). Other attributes include the bank's reaction to complaints and communication methods with the bank, for example, via telephone, the Internet and so on.

According to Amoah-Mensah (2010), banks are striving hard to offer quality services and products in a bid to maintain existing customers and woo new ones, while customers want the best value for their money and comb around to get the best services. Amoah-Mensah (2010) used the SERVPERF (Service Performance) model to compare the perceptions of customers regarding the quality of their sample banks' services. SERVPERF is a survey instrument used to assess non-electronic service quality base on perceptions of actual service quality; the five dimensions measured include: reliability, assurance, tangibles, empathy, and responsiveness (Ray & Chakraborty, 2014).

Some of the dimensions that determined customer satisfaction in this study included reliability, convenience, tangibles, and empathy. Reliability was related to customers' confidence and trust in the banks' services. Other recommendations made in the study were that more banks' branches should be opened and products like Internet banking and Automated Teller Machines must be introduced throughout the country. It was also mentioned that customers' interest must be a priority for banks.

According to Amoah-Mensah (2010), due to technological innovations, the banking industry all over the world has undergone many drastic changes. This is manifested in the organizational structure and the products and services delivered to the public. Many new products have been introduced or improved due to innovations in technology such as the Personal Computers (PCs), telephones and the Internet, that offer 24-hour service with no geographical limitations, high speed of service, transaction automation, and advertisements of banking products through the same. Products include ATMs that are now making it cheaper to interact with banks rather than using tellers. Besides this the number of banks and their branches have surged. Online services have improved and customers' interaction with banks has improved, through electronic mails and relatively cheaper electronic enquiries and transactions on their accounts, as compared to visiting retail shop-fronts for the same (Amoah-Mensah, 2010).

KPMG (2014) conducted a survey on the customer satisfaction in the banking industry in Nigeria. According to the study, convenience and consistence in service quality were important. Corporate customers were also looking for a clear demonstration of value in product features and expected a commensurate reflection of pricing to value. The CSI (Customer Satisfaction Survey) was used in the survey to determine customer satisfaction. According to KPMG (2014), the CSI is a weighted score that assigns importance ratings of service measures to the satisfaction ratings of those measures as provided by customers on the service delivery of their banks. The factors used in this study were convenience (accessibility and quality of service from delivery channels), customer care (interaction of bank staff), transactions, methods and systems (customer support processes and turnaround time), pricing (customers' perception on fees, charges and rates on products, and products and services (product range and appropriateness to customers' needs).

Mistry (2013) conducted a study to identify the factors affecting customer satisfaction in banks and analyzed their effects on the level of customer satisfaction. According to Mistry (2013), the connection between service quality and corporate profitability is now seen to depend on high levels of customer satisfaction, the

successful targeting of “quality” customers and the retention of those customers. Mistry (2013) found three important aspects that customers value; reliability (how banks fulfill their promise), responsiveness of bank employees (promptness in giving service, willingness to help customers), and assurance (safety of transaction, consistency in service), and so on.

A study by Qadeer (2013) investigated the relationship between service quality and customer satisfaction and how quality can be improved in service firms. According to Qadeer (2013), a service quality information system is useful in providing the following information: identifying dissatisfied customers and frequent service failure causes, collecting customer feedback on a continuous basis, creating customer forums to get ideas of further improvements, improving internal service quality by focusing on employee issues and concerns, improving customer services by measuring individual employee behaviour to use in trainings, performance evaluations and rewards, and analyzing the company’s service performance compared with competitors to identify strengths and weaknesses. Generally Qadeer (2013) used the five dimensions of services; reliability, responsiveness, assurance, empathy and tangibles are used as criteria to judge the quality of the services.

Prior to the CBP Department partnering with banks in service delivery, cheques were written directly to the Commissioner of Customs, to be deposited into the bank account and a receipt deposited with Customs. The partnering has meant that payments made directly at the bank now are reflected on online systems of the Customs Services Department. Previously, there was a restriction for payment of taxes through the Kenya Revenue Authority’s (KRA) appointed agent banks only. However, this restriction was put on hold and now Customs duties and taxes can be paid to any bank (KRA, 2015c).

One of the ways in which the CBP Department has entered into strategic banking partnerships includes mobile money transfers. According to the KRA guidelines on making enquiries and paying taxes using mobile phone (KRA, 2015b), the Authority, in its bid to improve service delivery to its clients, the taxpayers, has implemented a mobile phone-based services platform, The KRA M-Service. This service enables

taxpayers access specific information held in KRA by making simple queries on their phone through SMS (Short Message Service), thus aiming to decongest KRA banking halls. Enquiries could be based on identifiers of various Customs Services, such as Vehicle Registration Number, Customs Entry Number, and so on. Other Customs services available include Clearing agent status, manifest status, manifest amendment status, bill of lading/airway bill status, IDF status, entry status validation, direct assessment amount payable, temporary car exportation status, Entry amount payable and Entry payment status.

The KRA M-Service also enables mobile Payment of all taxes & e-slip generation for traffic revenue fees. The mobile payment system is meant to simplify the tax payment process as well as provide taxpayers with a more convenient alternative for payment of various taxes that amount to KES 70,000 or below (KRA, 2015b).

Another example of partnership with banks is the Standard Chartered Bank Customs duty payment service called Straight2Bank (Standard Chartered Bank, 2015). Under this service, Customs duty can be paid on 24 hour basis through a digital banking platform that is integrated with the KRA payment gateway. The integration with Customs taxes system CCRS allows for electronic validation of tax e-slips. This means that tax payers records are updated immediately the payment is processed. This partnership will drastically reduce the time taxpayers take to transact with KRA (SCB, 2015).

The Kenya Trade Network Agency (KENTRADE) is a state Agency under the National Treasury that is mandated to facilitate cross border trade and establish, manage and implement the National Electronic Single Window System (Kenya TradeNet System [Kentrade], 2015). According to Kentrade (2015), the implementation of a single window system enables international (cross-border) traders to submit regulatory documents at a single location and/or single entity. Such documents are typically Customs declarations, applications for import/export permits, and other supporting documents such as certificates of origin and trading invoices. A single window system means that efficiency for traders is increased in

terms of time and cost, when dealing with multiple government agencies to clear their imported or exported cargo, now done through one electronic online portal.

Once the Single Window System determines the fees, duties and taxes payable in a transaction, the collection of the fees, duties and taxes payable will be enabled through the interfacing of the Single window system to the National Payments System (NPS). The Central Bank of Kenya has been working closely with KENTRADE, the Banking Industry (through Kenya Bankers Association) and other stakeholders (Kentrade, 2015). Therefore, importers and exporters should be able to file their taxes and other payments through banks using the Kentrade electronic platform (Okoth, 2014).

2.3.4 Strategic Partnerships in Customer Relationship Management and Service Satisfaction of Customs Agents

Parvatiyar and Sheth (2001) define CRM as a “comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer”. It is a mutually beneficial relationship built upon a foundation of trust and loyalty through marketing, customer service, and relationship programs. With potential profit maximization in mind, businesses are turning to customer relationship management in order to better understand customers.

Customer relationship management (CRM), also known as relationship marketing, and has recently emerged as an integral marketing concept in the business world (Cimiluca & Lutz, 2015). According to Gronroos (2009), relationship marketing extends past persuading customers to buy products; it is about fulfilling their expectations in the hope of transforming them into long term, loyal customers. Most experts can agree, however, that the central theme of CRM is carefully selecting the most valuable customers and maintaining and strengthening relationships with those customers for long term profit maximization.

According to Cimiluca & Lutz (2015), Customer Relationship Management has evolved from the foundations of mass marketing and brand loyalty. Mass marketing was commonly done in the industrial era of mass production whereby firms created competitive advantage by creating products that were better than those products of their competitors (Peppers & Rogers 2004). With the number of similar products on the market increasing and competition among the firms escalating, companies must look toward capturing customers on some factor other than product quality, price, or convenience (Brown 2000). They must focus on building unique, one to one relationships with customers based on individual needs and wants; thus, implementing customer relationship management is critical to the growth and future success of firms.

In increasingly competitive business environments, firms have looked to differentiate their products through branding, while making attempts to understand customers and their purchasing behaviour. Branding refers to any feature or quality that can differentiate a product or service from that of a competitor (Brown 2000). According to Peppers and Rogers (2004), the ultimate goals of branding were to create brand awareness and brand loyalty among consumers through building relationships of trust, familiarity, and reliability. Brand awareness and loyalty will ultimately transform into a branded relationship with “ongoing dialogue” where customer needs influence the products or services. Because of the focus on the consumer-brand relationship, brand loyalty can be seen as a precursor to customer relationship management.

According to Cimiluca & Lutz (2015), instead of influencing customers to buy the products, relationship marketing suggests making products to fit the customers. Interaction between firms and customers is critical in the success of managing the customer base. This interaction is based upon personal and social bonds, which “are strengthened by the integration of customers in the value production process” (Hennig-Thurau & Hansen 2000).

According to Cimiluca & Lutz (2015), a number of factors have contributed to the emergence of customer relationship management including technology, total quality

management, growth in the service industry, and heightened customer expectations. Technology is said to be essential to CRM development at multiple levels of the process. Technological advancements in database programs have allowed marketers to improve direct marketing tactics through individualization (Parvatiyar & Sheth, 2001), for example, once customer patterns are recorded in the database, the software can cater direct marketing efforts, such as emails or mailers with coupons and special offers, to each individual customer, and create customer-friendly websites where customers can enter information, provide feedback, and explore product offerings related to their individual circumstances.

Total quality management is the strategic management of cost and quality control. It integrates all divisions and levels of a firm with the goal of emphasizing employee teamwork, constant improvement, quality measurement, and efficient problem solving (Powell 1995). Total quality management results in closer relationships between firms, suppliers and customers in order to add value and ensure quality control all along the production chain (Parvatiyar & Sheth 2001).

The growth of the service industry has also drastically impacted the emergence of customer relationship management. Unlike products, services are intangible and consumption is tied closely with production. In order to capitalize on profitable consumers and to maintain and strengthen the producer-consumer relationship, firms are turning to customer relationship management. The direct contact of producers with their customers gives way to satisfactory relationships, whereby customers are like “co-producers” when they customize products and interact with employees and websites on a more intimate level (Vargo & Lusch 2004).

Although some customers value price over all other characteristics, many customers are not willing to compromise when it comes to products and services; therefore, firms are adopting the practices of customer relationship management to ensure those expectations are met (Parvatiyar & Sheth 2001). Components of CRM include creation of a customer database with pertinent descriptive information on customers, such as descriptive information (such as psychographics and demographics), transaction history, and customer contact information (Winer 2001).

Customer relationship management emphasizes the need for individualized targeting through one to one marketing. One to one marketing involves modifying tactics based on each customer's needs, wants, and preferences; products and services are refined to meet the expectations of the most profitable customer segments (Brown 2000). Once customers are selected from analysis of the database and targeted through one to one marketing programs, the next vital component in customer relationship management is the focus on the actual customer relationships. Customer relationships can be built upon, reinforced, and improved through a number of CRM programs, including customization, community building, customer service requirements, rewards programs, and loyalty programs (Winer 2001).

Customer service goes hand in hand with product and service customization. With customization of essentially every customer-firm contact, customer service is vital in developing long term relationships and CRM (Brown, 2000). Another relationship program in the implementation of CRM is brand community building. According to McAlexander, Schouten, and Koenig (2002, p. 38), a brand community is a network of relationships including those between "the customer and the brand, between the customer and the firm, between the customer and the product in use, and among fellow customers." The web offers the ideal location for these networks to develop and for customers to interact with each other by allowing them to provide discussion and feedback about information regarding products, the brand, and the firm. As these customers exchange stories, product suggestions, and other product related information, they begin to feel part of a community and become personally attached to the brand or the company behind the brand (Winer 2001).

Through loyalty programs, firms aspire to create a mutually beneficial relationship with the customer (Brown 2000). Before a firm creates a program, it must first define loyalty in company terms and identify the firm's goals regarding loyalty. True customer loyalty is a combination of two components: attitudinal and behavioral loyalty. Attitudinal loyalty is created when customers hold strong, positive beliefs about a specific company, brand, or product (Uncles, Dowling & Hammond 2003). Once individuals have made a mental or emotional commitment,

behavioral loyalty often follows in the form of repeat purchases or frequent store visits (Lars Meyer-Waarden, 2008). Since true loyalty depends on both the customer's satisfaction and involvement with the purchase, companies design loyalty programs to enhance these experiences.

The reward structure is the most alluring component of the loyalty program; consumers are primarily attracted to loyalty programs because of the rewards and benefits available to them (Mimouni-Chaabane & Volle 2009). Loyalty programs should offer rewards that are perceived as valuable in the consumers' minds. Hard rewards offer tangible or financial benefits such as promotions, free products or services, and price reductions. Soft rewards are based on psychological benefits and often incorporate special customer recognition or status.

Loyalty programs in combination with the other relationship programs allow for the CRM process to cater to the needs and wants of the customer base (Cimiluca & Lutz (2015). The Authorized Economic Operator (AEO) Program at KRA may be likened to a loyalty program whereby trusted operators that work together with the authority are rewarded with expedited Customs clearance procedures.

Under AEO programs, Customs shares its responsibilities with those private companies that have a high level of compliance. In trusted/authorized trader programs, those who demonstrate good compliance with Customs requirements and meet conditions specified by Customs are entitled to benefit from special procedures such as a low frequency of Customs intervention, depending on national laws and regulations. Assuming that cargo dealt by the trusted/authorized trader is low risk enables Customs to focus its resources on the high-risk cargoes (Feehily, 2009).

The RKC defines an Authorized Person' as a person (natural and legal) who meets criteria specified by the Customs administration, including having an appropriate record of compliance with Customs requirements and a satisfactory system for managing their commercial records. Therefore the 'Authorized Person' is entitled to several benefits, including simplified procedures for the release of the goods where Customs reduces the level of controls and relies more on internal controls applied by

the trader to ensure compliance with all relevant laws and regulations, and clearance of the goods at the declarant's premises or another place authorized by the Customs administration (WCO, 2015a).

The AEO initiative in Kenya ran on a pilot basis for a year in 2008 before it was launched. Under the AEO scheme, agents who pass scrutiny are certified as AEO, a status that gives them special treatment when clearing cargo, reducing the costs and time spent on the process (Kihara, 2011). In Kenya there are about 35 logistics firms that have the AEO status, which is granted to importers, clearing agents, and transporters on the basis of proven compliance with the taxman's regulations. According to Kihara (2011), AEO-compliant firms do not have to strip their containers for Customs verification. With KRA subjecting about 55 per cent of containers to verification, importers pay over Sh1.6 billion annually for the exercise, according to information obtained from the Kenya Shippers Council (Kihara, 2011).

According to a press release by KRA, under the AEO program, participants will self-assess their Customs entries and gain access to expedited processing of their shipments with minimal checks at the frontier offices. There will be a host of other indirect benefits which will flow from this status including lower storage costs due to faster release times. The criteria to qualify for the program include demonstrated compliance record with KRA, a satisfactory system for management of commercial records, clear financial capacity to meet their obligations, training and awareness in the requirements and processes of Customs, established effective channels for the exchange of information and the control over confidential data and solid security and safety capacities (KRA, 2008).

2.5 Empirical Review

Several studies have been done on strategic partnerships and satisfaction such as Khan and U-Din (2014), Huang and Yoshida (2013), Bernardo, Valls & Casadesus (2012), and Mouri (2005). These studies majorly concluded that strategic partnerships lead to a positive effect on customer satisfaction. However, there is a paucity of studies in this area as all the above studies were done in developed and

emerging countries hence a research gap because these studies did not address developing countries like Kenya. Studies that addressed strategic partnerships in Kenya are Muthoka and Oduor (2014), Ogutu and Samuel (2012), and Wambalaba, Wambalaba and Sikalieh (2012). Studies that focused on the CBP Department in Kenya and customer service delivery include Kairu (2013), Mutema (2013), Aliet (2008), and Mule (2008).

Khan and U-Din (2014) conducted a study to find out the relationship between competitors, their strategic alliance and its effect on customer satisfaction. Their study revealed that strategic alliances of marketing have a positive effect on customer satisfaction. Muthoka and Oduor (2014) sought to examine the effect of strategic partnerships in supermarket chains in Kenya on performance. They concluded that strategic partnerships had a positive influence on performance. Nonetheless, their studies failed to address the effect of strategic Customs to business partnerships on the service satisfaction of Customs agents in Kenya.

Huang and Yoshida (2013) investigated the key service quality requirements improved through alliances by using quality function deployment. Their paper empirically explored how the formation of strategic alliances improves service quality requirements of liner shipping alliances. The results revealed the top four service quality requirements improved are business reputation, less transit time, intermodal service and cheaper service after analysis.

Kairu (2013) studied the effect of strategic responses on Kenya Revenue Authority operational performance. One the objectives of the study was to determine the effect of strategic partners' management on the operational performance of KRA. According to the study, KRA has formed strategic partnerships with banks and mobile telecommunications companies. The study revealed that these partnerships have helped in streamlining tax revenue collection, discovering new taxable citizens, increasing revenues and improving the overall performance of KRA.

Mutema (2013) examined customer service delivery at the CBP Department. The respondents included various Customs staff and clearing agents. The study found that

the main tasks of customer service in Customs Services Department involve processing of declarations, release of cargo, resolving public complaints and provision of focused taxpayer education. Findings indicated that service delivery in the department had not been satisfactory because of poor working conditions and unfriendly customer attitudes.

Bernardo et al. (2012) analyzed the strategic partnerships that Catalan hospitals form with other health care entities and other types of institutions to foster technological and organizational innovation. These partnerships were mostly in the areas of human resource-sharing and training. It was concluded that these strategic partnerships help improve performance, competitiveness, and services provided to users.

Ogututu and Samuel (2012) studied strategies adopted by multinational corporations to cope with competition in Kenya, and guarantee performance. The study found that the most popular strategies adopted by MNCs that were both foreign and locally owned (mixed ownership) were better quality, excellent customer service, lower price, franchising and licensing. Strategic partnerships were one of the key strategies used by the MNCS that were studied.

Wambalaba et al. (2012) studied public-private partnerships of strategies for urban restoration. The study developed a conceptual framework for managing PPPs in urbanized areas and documented experiences of sample partnerships, and effective communication strategies. It was noticed that in general, an average public-private partnership was initiated by the private sector. Their major challenge was unilateral or conflicting decisions by the governmental entity and problems continued without effort to mitigate them. The study recommended establishing the policy and legal frameworks, ensuring consistency, in policy to reduce uncertainty, distinguishing public involvement from public relations, the decision process to be transparent and creation of a central PPP office.

In a study by Aliet (2008), on the implementation of the Customs Reform and Modernization, it was established that resistance to change, lack of requisite skills among staff hindered the implementation of the strategies. The study recommended

that a strong visionary leadership was important for the project's success. Mule (2008) conducted a study on the evaluation of the public relation techniques applied in Kenya Revenue Authority and found out that there exists poor service delivery in the registries due to lack of funds to purchase modern storage facilities, lack of training of registry staff, poor policies and strategies in service delivery. The study recommended that in order to improve service delivery, Kenya Revenue Authority should train registry staff on registry management, job description should be clearly spelt out, customer complaints should be addressed to ensure that customers are satisfied with the registry services. Mouri (2005) studied a Consumer-Based Assessment of Alliance Performance, and concluded that marketing alliances play a significant role in generating consumers' utilitarian and hedonic value, enhancing satisfaction.

2.6 Research Gaps

Several studies have been done on strategic partnerships and satisfaction such as Khan and U-Din (2014), Huang and Yoshida (2013), Mouri (2005), and, Bernardo, Valls & Casadesus (2012). These studies majorly concluded that strategic partnerships lead to a positive effect on customer satisfaction. There is a paucity of studies in this area as all the above studies were done in developed and emerging countries hence a research gap because these studies did not address developing countries like Kenya.

Studies that addressed strategic partnerships in Kenya are Muthoka and Oduor (2014), Wambalaba, Wambalaba and Sikalieh (2012) and Ogutu and Samuel (2012). Nonetheless, these failed to address the effect of strategic Customs to business partnerships on the service satisfaction of Customs agents in Kenya.

Studies that focused on the CBP Department in Kenya and customer service delivery include Mutema (2013), Mule (2008), Aliet (2008) and Kairu (2013). Arising from the above, it is clear that a research gap exists in the area of strategic partnerships in Customer Relationship Management (CRM) partnerships on the service satisfaction of Customs agents in Kenya. None of the studies addressed strategic CRM Customs-business partnerships and the effect on service delivery. Some of the studies that

addressed how IS departments are rapidly becoming strategic partners with business functions and trends in IS included Gaines et al. (2012), Ion, et al., (2014), and McNurlin, Sprague, & Bui, 2009. These studies did not review the service satisfaction of Customs agents with regard to strategic ICT partnerships.

KPMG (2014) conducted a survey on the customer satisfaction in the banking industry in Nigeria. Jones and Farquhar (2006), Warui (2014) and Bena (2010) conducted studies in the area of partnerships in the banking sector and customer service satisfaction. However, the area of strategic Customs-business banking partnerships was not addressed. Another gap that exists in the literature reviewed in this study is on the effect of strategic training partnerships on the service satisfaction of Custom agents. Studies such as Markos and Sridevi (2010), Ng and Siu (2004), Omole (2004) and Akintayo (2011) expounded on benefits of training in businesses and training partnerships, however a paucity in this area was noted as none of the studies addressed the service satisfaction of Customs agents through strategic Customs-business training partnerships

2.7 Summary of Literature

The literature focused on the effect of strategic Customs-business partnerships on the satisfaction of Customs agents in Kenya. The theories discussed were the Resource Dependency Theory and Agency Theory. According to the Resource Dependence Theory, organizations are not able to internally generate all the resources and/or functions required to maintain themselves. Therefore, strategic partnerships may be used as strategy used to access other firms' resources, for the purpose of garnering competitive advantages to the firm. According to the Agency theory, the principal wants the agent to act in the principal's interest. However, the agent is expected to have his own interest and consequently, he may not act in the principal's best interests. This relationship calls for regulation and partnership between the two to aim to improve efficiencies in the business of both parties.

The empirical review of the study has evaluated several studies on strategic partnerships and satisfaction, in Kenya and other countries. These studies majorly concluded that strategic partnerships lead to a positive effect on customer satisfaction, and firm performance. With regard to partnerships between the government and the private sector, studies have recommended that proper policies and legal framework must be established to ensure transparency and distinguish public involvement from public relations. The studies evaluated focused on the CBP Department in Kenya and customer service delivery, finding that service delivery was largely rated poorly by Customs agents. Partnerships helped in improving the overall performance of KRA.

A conceptual framework was figuratively represented showing the dependent and independent variables to be studied. These variables were then reviewed extensively in the literature. Strategic ICT was seen as a valuable strategic tool to improve competitive advantage to both Customs and business through improved processes. Joint training partnerships are expected to improve on taxpayer knowledge. Various strategic banking partnerships are expected to make revenue payment and collection processes more efficient. At the same time, it is expected that strategic CRM initiatives such as the AEO concept will yield benefits to business through a special relationship with Customs in clearance procedures.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides details about the methodology adopted to assist in achieving the research objectives. According to Saunders, Lewis and Thornhill (2015), research methodology is the theory of how research should be undertaken, including the theoretical and philosophical assumptions upon which the research is based and the implications of these for the methods adopted. According to Mugenda (2008), the main components of the methods section include study design, population, sample and sampling techniques, data collection tools, the data collection procedures and techniques of data analysis. This chapter therefore covers the research design incorporating the type of research, population, sampling technique, sample size, instruments, pilot test and data analysis. The research philosophy applied in this study is the positivist philosophy. The term research philosophy refers to a system of beliefs and assumptions about the development of knowledge (Saunders et al., 2015). As a positivist research, this research involved from an engagement with the world (population) in which data was collected and observations made prior to hypotheses being formulated and tested. The hypotheses developed, led to the gathering of facts (rather than impressions) that would provide the basis for subsequent hypothesis testing. This being a positivist research, the data collected was quantifiable, and collected through similar questionnaires that were administered to the whole sample. This is in line with recommendations on a positivist research philosophy as presented by Saunders et al. (2015).

3.2 Research Design

A research design is the structure of research. According to KIM (2009), a research design sets up a framework for adequate tests of the relations among variables. In social science research, researchers often identify an ‘effect’ then seek to establish what caused it (KIM, 2009). Research design is the plan, structure of investigation

conceived so as to obtain answers to research questions and to control variance (KIM, 2009).

The nature of the study – whether it is exploratory, descriptive or experimental depends on the stage to which knowledge about the research topic has advanced (Sekaran, 2011). Available research strategies include experiment, survey, case study, action research, grounded theory, ethnography and archival research. The choice of the research strategy is guided by the research question(s) and objective(s), the extent of existing knowledge, the amount of time and resources available as well as the philosophical underpinning (Saunders et al., 2015).

A descriptive survey design was utilized in this study. This is because the independent variables were measured as they exist naturally. Individual variables were described and the relationships between these were analyzed. According to Sekaran and Bougie (2011), a descriptive survey is concerned with addressing the particular characteristics of a specific population of subjects, either at a fixed point in time or at varying times for comparative purposes. In this study, the descriptive survey method was used to obtain descriptions of particular phenomena of the variables, and their views were taken to represent those of the entire population. The survey strategy gave the researcher more control over the research process, and because sampling is used, it was possible to generate findings that are representative of the whole population.

3.3 Target Population

Burns and Grove (2003) state that the term ‘population’ includes all the elements that meet certain criteria for inclusion in a study. The total population that the researcher specifies in his or her research is referred to as the target population; the accessible population is that part of the target population, which the researcher can practically reach to select a representative sample (Mugenda, 2008). According to Mugenda (2008), the accuracy of the generalization of research findings largely depends on the degree to which the sample, accessible population and the target population are similar on salient characteristics. This similarity is referred to as the population validity.

In this study the target population comprised of Customs agent firms in Kenya from which the accessible population was drawn. According to information obtained from KIFWA, for the period 2014/2015, 525 Customs agent firms licensed with KRA were registered members of KIFWA Nairobi, while 608 Customs agent firms licensed with KRA were registered members of KIFWA Mombasa, being the two branches of KIFWA in Kenya. This list has been attached in Appendix III of the study.

Table 3.1: Population Table

KIFWA Branch	Number of Customs Agent Firms Registered
Mombasa	608
Nairobi	525
Total	1133

Source: KIFWA (2014/2015)

3.4 Sampling Frame

A sampling frame is a list of elements in the population from which the sample is actually drawn (Cooper & Schindler, 2006). It is the source material or device from which a list of all elements within a population that can be sampled is drawn (Särndal, Swensson & Wretman, 2003) and may include individuals, households or institutions.

A sampling frame facilitates formation of a sampling unit that refers to one member of a set of entities being studied which is the material source of the random variable (Klaus & Oscar, 2008). For the purpose of this study, the sampling frame consisted of Customs agents firms that are registered with KIFWA: Each firm was allocated one response (being an individual unit of the sample). The top management of each firm sampled was asked for its views, since this study concerns the service satisfaction experience of Customs Agents firms with the Customs-business partnerships. Corporate strategy is influenced largely by top management and they would appreciate the effect of strategic initiatives in a company more than the ordinary workers.

3.5 Sample and Sampling Technique

According to KIM (2009), it may not be possible to include all subjects of a population in a research study. However, selecting a few subjects to represent the population needs to be carefully done through a systematic sampling procedure as part of the strategies in controlling variance, this process being the sampling design. A good sample design represents characteristics of the population it purports to represent – in measurement terms, the sample must be valid in terms of accuracy and precision (Cooper & Schindler, 2006). According to Cooper and Schindler (2006), compelling reasons for sampling include lower cost, greater accuracy of results, greater speed of data collection and availability of population elements. The reason for sampling in this study was to lower cost, accessibility of study population and greater speed of data collection.

According to KIM (2009), in a probability sample, each element of the large population has a known probability of being selected. This study entailed collecting data from the study population which was obtained from the membership of the two branches KIFWA in Nairobi and Mombasa. With a study population of 1133, the total participants would not be a manageable representation to the researcher since the entire population of 1133 would not be accessible to the researcher. Therefore, the Slovin formula ($n = N / (1 + Ne^2)$), was used to determine the ideal sample size, where, N is the study population, with a confidence level of 95% which is the most acceptable with a margin of error (e) of 5% (Rees, 2001). The sample size (n), consisting of 297 participants, was calculated as given below:

$$n = N / (1 + Ne^2)$$

Where n = ideal sample size

N = Population, 1133

E = margin of error, 0.05

Therefore,

$$n = 1133 / \{ 1 + 1133(0.05^2) \}$$

$$n = 297$$

Individual respondents were issued with a questionnaire to respond to research statements. Salant and Dillman (1994) note that the sample size must be increased when using stratified samples to maintain necessary precision. Therefore, the study administered more than 297 questionnaires in the field to cater for discrepancies such as uncollected or incomplete questionnaires.

The purpose of sampling is to make predictions based on statistical inference (Saunders et al., 2015). This process of coming up with conclusions about a population on the basis of data describing the sample is called statistical inference and allows you to calculate how probable it is that your result, given your sample size, could have been obtained by chance. The margin of error describes the precision of your estimates of the population and researchers normally work up to a 95 percent level of certainty, or margin of error (Saunders et al., 2015).

The target sample size for this study was obtained using the stratified random sampling method. Stratified random sampling, which involves a process of segregation, followed by random selection of subjects from each stratum was used. It is the most efficient among all probability designs since it ensured that all groups are adequately sampled (Kothari, 2004). Thereafter a proportionate sample was selected from each stratum. According to Cooper and Schindler (2006), in proportionate sampling, each stratum is properly represented as it provides a self-weighting sample; the population proportion can be estimated simply by calculating the proportion of all sample cases.

Using this technique, strata were formed in this study based on members' branch of service. A sample was then taken from each stratum in a number proportional to the size of the stratum as compared to the entire population. This study used the KIFWA membership distribution into branches as strata and then randomly selected the final

subjects proportionally from the different strata. The proportions are given as follows:

Table 3.2: Sample Matrix

KIFWA Branch	Population	Percentage	Sample
Nairobi	525	46%	137
Mombasa	608	54%	160
Total	1133	100%	297

From Table 3.2, it is clear that the population of Customs Agents firms registered in Nairobi is 525. This represents 46% of the total 1133 Customs Agents Firms. Therefore, for the sample, 46% of 297 Customs agent firms were chosen to be studied from Nairobi, coming to 137. Similarly, the population of Customs Agents firms registered in Mombasa is 608. This represents 54% of the total 1133 Customs Agents Firms. Therefore, for the sample, 54% of 297 Customs agent firms were chosen to be studied from Mombasa, coming to 160. The total sample size as per the Slovin formula was 297 (160 plus 137).

3.6 Data Collection Instruments

This study used primary data which was collected through the use of questionnaires. Kothari (2004) defines a questionnaire as a document that consists of a number of questions printed or typed in a definite order on a form or set of forms. According to Saunders et al. (2015), the design of a questionnaire differs according to how it is administered and, in particular, the amount of contact you have with the respondents. The internal validity and reliability of the data collected and response rate achieved by the researcher depends on a large extent to the design of the questions, the structure of the questionnaire, and the rigour of pilot testing the questionnaire (Saunders, et al., 2015).

According to KIM (2009), questionnaires have advantages such as being inexpensive, wide ranging, can be well designed, simple and clear, and can be made anonymous. Questionnaires also benefit from being free from bias of the interviewer;

respondents have adequate time to give well thought out answers; respondents who are not easily approachable geographically can also be reached conveniently; large samples can be made use of and thus the results can be made more dependable and reliable (Mugenda & Mugenda, 2003), hence the use of questionnaires in this study.

The structure of the questionnaire consisted of six sections. Section A consisted of questions on general/demographic data. Sections B to F of the questionnaire were each dedicated to the independent and dependent variables of the study respectively. Each Section for the dependent or independent variable had questions that sought to answer the sub-variables identified in the Conceptual Framework of the study.

3.7 Data Collection Procedure

This study used questionnaires to obtain both quantitative and qualitative data for analysis. Yang (2008) states that the questions in a study are directly related to the research questions. In development of a survey questionnaire, the variables for which information needs to be collected have to be identified followed by their operational definition.

Cooper and Schindler (2006) describe primary data as that data that the researcher collects to address the specific problem at hand – the research question. Primary data sources include original works of research or raw data without interpretation or pronouncements that represent an official opinion or position (Cooper & Schindler, 2006). In this study, primary data was collected through the administration of questionnaires to the top management of Custom agent firms. Initially the researcher used self-introductions and also used internal informants. The questionnaires were sent to the respondents under a questionnaire forwarding letter. The researcher made follow ups and the fully completed questionnaires were picked from the respondents later by use of a research assistant. Research assistants were engaged to administer and follow up on the questionnaires using well-spaced phone calls.

3.8 Pilot Test

To check the validity and reliability of the questionnaires in gathering the data required for purposes of the study, a pilot study was carried out. According to

Saunders et al. (2007) questionnaires need to be experimented on a limited population, to assess the difficulties that might be encountered in answering the questionnaire and while recording data. By doing so, the researcher can make certain that the collected data is valid and reliable. Pilot testing enables the researcher to improve on questions that respondents may fail to understand or interpret in different ways, places in the questionnaire where they are not sure where to go next, and questions that turn out simply not to elicit useful information (Newing, 2011).

According to Cooper and Schindler (2006) the respondents in a pilot test do not have to be statistically selected when testing the validity and reliability of the instruments. In this study, therefore, a convenient number of 5% of the sample of the questionnaires was pilot tested to ensure that it was relevant and effective. Reliability was tested using questionnaires duly completed by twenty (20) randomly selected respondents. These respondents were not included in the final study sample in order to control for response biasness.

3.8.1 Instrument Reliability

According to Mugenda (2008), reliability is a measure of the degree to which a research instrument would yield the same results or data after repeated trials. Reliability in research is influenced by random error. As random error in the data increases, reliability of the data decreases. Random error is the deviation from a true measurement due to factors that have not effectively been addressed by the researcher (Mugenda, 2008). Mugenda (2008) goes further to say that errors may arise from inaccurate coding, ambiguous instructions to the subjects, interviewer's fatigue, interviewee's fatigue, interviewer's bias, etc. In addition, random error always exists regardless of the procedures used in a study. The research process therefore attempted to minimize the random error by avoiding such researcher induced errors. This increased the reliability of the data collected.

In a research study, a reliability coefficient can be computed to indicate how reliable the data for each variable are (Mugenda, 2008). In this study, the Cronbach's alpha was used to test the reliability of all the measures in the questionnaire. According to

Cooper and Schindler (2006), Cronbach's alpha has the most utility for multi-item scales at the interval level of measurement, requires only a single administration and provides a unique, quantitative estimate of the internal consistency of a scale.

The questionnaire responses were input into the Statistical Package for Social Sciences (SPSS) and Cronbach's alpha coefficient generated to assess reliability. The closer Cronbach's alpha coefficient is to 1, the higher the internal consistency reliability (Sekaran & Bougie, 2011). A coefficient of 0.7 is recommended for a newly developed questionnaire.

3.8.2 Instrument Validity

According to Mugenda (2008), traditionally, validity is defined as the degree to which an instrument measures what it purports to measure. Validity estimates how accurately the data obtained in the study represents a given variable or construct in the study. If such data is a true reflection of the variable, then inferences based on such data will be accurate and meaningful (Mugenda, 2008).

According to Saunders et.al (2007), content validity refers to the extent to which the measurement questions in the questionnaire provide for accurate coverage of the investigative questions. Criterion-related validity is concerned with the success of a measurement scale for prediction or estimation (Cooper & Schindler, 2006). Construct validity is the degree to which a research instrument is able to provide evidence based on theory (Cooper & Schindler, 2006). Construct validity refers to the extent to which the measurement questions actually measure the presence of those constructs that the researcher intends to measure, such as attitude scales, aptitude and personality tests (Saunders, et al., 2007).

This study used both construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assessed information for a specific objective, and also ensured that the same closely tied to the conceptual framework for this study. To ensure content validity, the questionnaire was subjected to thorough examination by two randomly selected

Customs agents managers. They were asked to evaluate the statements in the questionnaire for relevance and whether they were meaningful, clear and loaded or offensive. On the basis of the evaluation, the instrument was adjusted appropriately before subjecting it to the data collection exercise. Their review comments were used to ensure that content validity was enhanced.

3.9 Data Processing and Analysis

Data analysis refers to the process of editing and reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper & Schindler, 2006). In this study, to determine the patterns revealed in the data collected regarding the selected variables, data analysis was guided by the aims and objectives of the research and the measurement of the data collected. Information was sorted, coded and input into the statistical package for social sciences (SPSS) for production of graphs, tables, descriptive statistics and inferential statistics.

3.9.1 Regression Model

A multiple linear regression model was used to test the significance of the effect of the independent variables on the dependent variable. The multiple linear regression model was as laid in Equation 3.1 as follows.

Equation 3.1

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = the value of the dependent variable (Service Satisfaction of Customs Agents)

β_0 = the value of the Constant

β_i ; i = The coefficients representing the various independent variables also called predictor variables

X_i ; i = Values of the various independent variables (predictor variables).

e is the error term which is assumed to be normally distributed with mean zero and constant variance (Stochastic term).

X_1 = Strategic ICT partnerships

X_2 = Strategic Training Partnerships

X_3 = Strategic Banking Partnerships

X_4 = Strategic Customer Relationship Management Partnerships

Using SPSS, the regression model was tested on how well it fits the data. The significance of each independent variable was also tested. Fischer distribution test called F-test was applied. It refers to the ratio between the model mean square divided by the error mean square. F-test was used to test the significance of the overall model at a 95 percent confidence level. The p-value for the F-statistic was applied in determining the robustness of the model. The conclusion was based on the basis of p value where if the null hypothesis of the beta was rejected then the overall model was significant and if null hypothesis was accepted the overall model was insignificant. In other words if the p-value is less than 0.05 then it was concluded that the model was significant and has good predictors of the dependent variable and that the results are not based on chance. If the p-value was greater than 0.05 then the model was not significant and cannot be used to explain the variations in the dependent variable.

3.9.2 Operationalization of Variables

Table 3.3: Operationalization of Variables

No	Variable Name	Nature of Variable	Variable Indicator (derived from Conceptual Framework)	Unit of Measurement	Data Collection Method	Type of Scale	Type of Analysis	Level of Analysis (for all Variables)
1	Strategic ICT partnership	Independent	<ul style="list-style-type: none"> - Improvement in Risk Management - Information dissemination enabled - Level of improvement in performance - Level of client needs met - Level of accuracy in information relayed - Ease of interface of Customs ICT systems with Customs Agents systems 	Five point likert scale	Questionnaire	Ordinal for primary data (1 for Strongly agree, 2 - disagree, 3 - undecided, 4 - agree, 5 - strongly agree)	Quantitative	Reliability tests & Validity tests of Constructs Frequencies Normality test
2	Strategic training partnership	Independent	<ul style="list-style-type: none"> - Frequency of induction to new processes at CBP - Level of learning outcome - Perception of harmony in Customs operations between Agents and KRA - Level of Training needs of Agents met - Adequacy of after-training support by KRA - Level of perception change towards Customs operations. 	Five point likert scale	Questionnaire	Ordinal for primary data (1 for Strongly agree, 2 - disagree, 3 - undecided, 4 - agree, 5 - strongly agree)	Quantitative	Descriptive analysis Correlation analysis Linear relationship Regression analysis
3	Strategic Banking Partnership	Independent	<ul style="list-style-type: none"> - Speed of processing payments - Level of variety of products offered - Level of service delivery - Level of Information flow - Level of Pricing of methods of payment 	Five point likert scale	Questionnaire	Ordinal for primary data (1 for Strongly agree, 2 - disagree, 3 - undecided, 4 - agree, 5 - strongly agree)	Quantitative	Inferential analysis

4	Strategic Customer Relationship Management partnership	Independent	<ul style="list-style-type: none"> - Level of rewards to compliant Agents - Perception of loyalty of Agents -Level of Individual level relationship with Customs -Adequacy of services based on Customer needs 	Five point likert scale	Questionnaire	Ordinal for primary data (1 for Strongly agree, 2 - disagree, 3 - undecided, 4 - agree, 5 - strongly agree)	Quantitative	
5	Service satisfaction of Customs Agents	Dependent	<ul style="list-style-type: none"> -Level of improvement in Customs clearance procedures -Level of Customs-Business engagement -Degree of Collaborative advantage - Level of voluntary compliance of Agents -Perception of supply chain security 	Five point likert scale	Questionnaire	Ordinal for primary data (1 for Strongly agree, 2 - disagree, 3 - undecided, 4 - agree, 5 - strongly agree)	Quantitative	

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter represents the empirical findings and results of the application of variables using techniques mentioned in chapter three of the methodology. Data analysis was in line with specific objectives where patterns were investigated, interpreted and implications drawn on them. The general objective of this research was to assess the effect of strategic Customs-Business partnerships on the service satisfaction of Customs agents in Kenya. In an attempt to address the specific objectives of the study, this chapter provides a detailed description of descriptive and inferential statistics and research findings and discussions, clearly outlining how each of the hypothesis as stated in chapter three was tested.

4.2 Response Rate

Out of the 297 questionnaires administered, all the 297 questionnaires were filled and returned. This represented 100% of response rate. According to Mugenda and Mugenda (2003), a 50% response rate is considered to be adequate, 60% to be good, while a 70% and above rate is considered to be very good. Therefore, a 100% response rate from this study is considered to be very good and satisfactory. The high response rate can be attributed to an overwhelming willingness of respondents to participate in the research. The study was interesting to a majority of the respondents who participated with curiosity.

4.3 Results of Reliability and Validity Tests

4.3.1 Reliability Test Results

Reliability is a measure of the degree to which a research instrument yields consistent result or data after repeated trials (Mugenda and Mugenda, 2003). Reliability in research is influenced by random error. As random error increases, reliability decreases. Random error is the deviation from a true measurement due to

factors that have not effectively been addressed by the researcher. According to Zikmund (2010), errors may arise from inaccurate coding, ambiguous instructions/questions to the subjects, interviewers fatigue, interviewee fatigue, interviewer's bias, and so on. There are three types of random errors that arise at the time of data collection. These are: error due to the inaccuracy of the instrument; error due to the inaccuracy of scoring by the researcher and unexplained error. These three types of errors combine to produce inconsistencies in the measurement, which ultimately affects the reliability of the data collected (Mugenda & Mugenda, 2003).

Reliability was tested using Cronbach's coefficient Alpha. Cronbach's Alpha measures how well a set of items or variables, measure a single uni-dimensional latent construct that is a coefficient of reliability or consistency. Reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test. A threshold of a Cronbach Alpha of 0.7 and above is acceptable (Sekaran & Bougie, 2011). Cronbach Alpha was used to test the reliability of the proposed constructs. The findings indicate that ICT Partnership has a coefficient of 0.869, Training Partnership has a coefficient of 0.825, Banking Partnership has a coefficient of 0.787, CRM Partnership has a coefficient of 0.863, and Service Satisfaction has a coefficient of 0.914. Finally, the results of all the variables combined together have a coefficient of 0.946. All constructs depicted that the value of Cronbach's Alpha were greater or equal to 0.7000 and thus, the study constructs were reliable. The reliability results are presented in Table 4.1.

Table 4.1: Reliability Test of Constructs

Determinates	Alpha	Comments
ICT Partnership	.869	Accepted
Training Partnership	.825	Accepted
Banking Partnership	.787	Accepted
CRM Partnership	.863	Accepted
Service Satisfaction	.914	Accepted
All variables	.946	Accepted

4.3.2 Validity

Factor analysis was used to check validity of the constructs. Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) & Bartlett's Test of Sphericity is a measure of sampling adequacy that is recommended to check the case to variable ratio for the analysis being conducted. In most academic and business studies, KMO & Bartlett's test play an important role for accepting the sample adequacy. While the KMO ranges from 0 to 1, the world-over accepted index is over 0.5. Also, the Bartlett's Test of Sphericity relates to the significance of the study and thereby shows the validity and suitability of the responses collected to the problem being addressed through the study. For Factor Analysis to be recommended suitable, the Bartlett's Test of Sphericity must be less than 0.05.

The study applied the KMO measures of sampling adequacy and Bartlett's test of sphericity to test whether the relationship among the variables has been significant or not as shown in below in table 4.2. Factor 1 was based on eight items that represented strategic ICT partnerships; Factor 2 was based on eight items that represented strategic training partnerships, Factor 3 was based on eight items that represented strategic banking partnership, Factor 4 with eight items represented strategic partnerships in customer relationship management and Factor 5 with eight items represented service satisfaction. The Kaiser-Meyer-Olkin measures of sampling adequacy shows the value of test statistic as 0.929, which is greater than 0.5 hence an acceptable index. While Bartlett's test of sphericity shows the value of test statistic as 0.000 which is less than 0.05 acceptable indexes. This result indicates a highly significant relationship among variables.

Table 4.2: KMO Sampling Adequacy and Bartlett's Sphericity Tests

Kaiser-Meyer-Olkin Measure	0.929
Bartlett's Chi- Square	6134.14
Bartlett's df	780
Bartlett's Sig.	0.000

4.4 Demographic Characteristics

The section gives the general analysis on the demographic data gotten from the respondents which included;- gender of respondent, education of the respondent, number of years worked, position of the respondents, company size and agent location.

4.4.1 Gender of Respondents

The respondents were asked to indicate their gender. Results were presented in Table 4.3. Majority (81%) of the respondents was male and 19% were female. The results can be inferred that more than three quarters of the top management employees of Customs agents companies in Kenya are male. Moreover, the results suggest that the field of Customs agents is male dominated in Kenya.

Table 4.3: Respondent's Gender

Respondent's Gender	Frequency	Percent
Male	240	80.8
Female	57	19.2
Total	297	100.0

4.4.2 Highest Level of Education

The respondents were asked to indicate their highest level of education. The findings in Table 4.4 illustrate that 53.5% of the respondents had reached college level, while 29.3% of the respondents had attained university level and 7.1% had attained post graduate level. Only 10.1% of the respondents had attained secondary certificates. The findings imply that most of the respondents had high level of education which could have contributed to accurate responses. The high level of education of respondents indicates that many employees have attained a given level of education and qualifications to secure their jobs.

Table 4.4: Respondent's Highest Level of Education

Highest Level of Education	Frequency	Percent
Secondary Level	30	10.1
College Level	159	53.5
University Level	86	29.0
Post Graduate Level	21	7.1
No Respond	1	0.3
Total	297	100.0

4.4.3 Number of Years Working

The study sought to find out the number of years the respondents had worked as a Customs agent. Table 4.5 shows that 48.1% of the respondents indicated that they had worked as Customs agents for over 5 years while 32% indicated between 3 to 5 years, and 19.9% indicated less than 2 years. The findings imply that the respondents had worked long enough in the industry and hence had knowledge about the issues that the researcher was looking for.

Table 4.5: Respondent's Number of Years Working

Number of Years Working	Frequency	Percent
Less than 2 years	60	20.2
3 -5 years	94	31.6
Over 5 years	143	48.1
Total	297	100.0

4.4.4 Position of Respondents

The respondents were asked to indicate their positions at the Customs Agent business they work for. Results on Table 4.6 indicate that 45.8% of the respondents were middle management while 31.6% were at supervisory level and 14.5% were at top management level. Only 8.1% of the respondents indicated others meaning support staff. The findings imply that majority of the respondents were in management hence advantage to the researcher because both technically and practically issues were handled accurately.

Table 4.6: Position of Respondents

Position	Frequency	Percent
Top Management	43	14.5
Middle Management	136	45.8
Supervisory	94	31.6
Other	24	8.1
Total	297	100

4.4.5 Company Size

The respondents were asked to indicate the company size they work for, 49.2% of the respondents indicated Kenya while 30.3% indicated Regional (EAC) and 18.9% indicated multinational firms. As shown in Table 4.7, the findings imply that majority of the respondents worked in Customs agencies in Kenya only.

Table 4.7: Respondent's Company Size

Company Size	Frequency	Percent
Multinational	58	19.5
Regional (EAC)	90	30.3
Kenya	145	48.8
Others	4	1.3
Total	297	100.0

4.4.6 Agent Location

The study sought to find out the location the agent operated from. Table 4.8 illustrates that 55% of the respondents indicated Mombasa while 45% indicated Nairobi. The findings imply that most of the agents are located close to the Mombasa Port which is very busy and a lot of importation activities are done via sea.

Table 4.8: Agent Location of Operation

Agent Location	Frequency	Percent
Mombasa	164	55.2
Nairobi	133	44.8
Total	297	100.0

4.5 Normality Test for Service Satisfaction

It was necessary to carry out the normality test as many of the statistical procedures used in the study including correlation, regression and t- test were based on the assumption that the data follows a normal distribution. This assumes that the population from which the sample was drawn was normally distributed (Ghasemi & Zahedias, 2012). Graphical interpretation was used as it has the advantage of allowing good judgment to assess normality in situations where statistical methods lack objectivity.

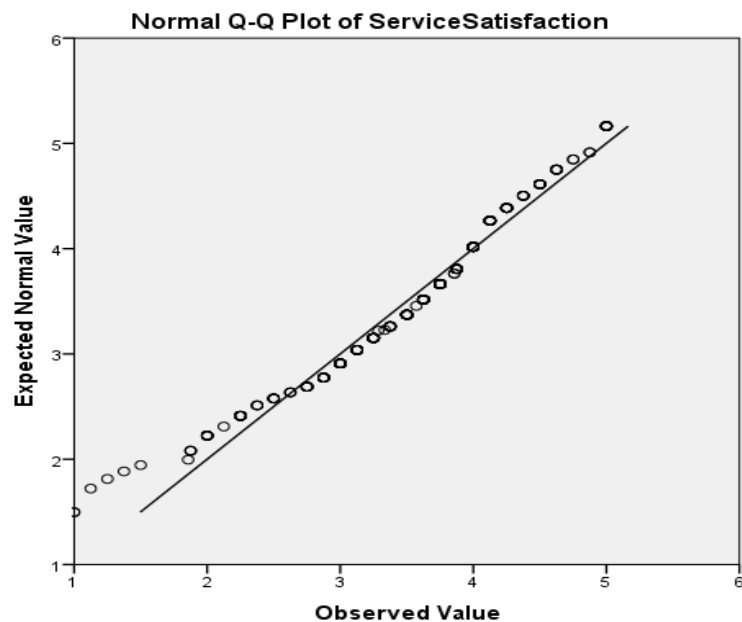
The test for normality of data was performed using the Kolmogorov-Smirnov test. Under this test the null hypothesis posits that the data is normally distributed that it is not significantly different from a normal distribution. The results presented in Table 4.9 show that service satisfaction had a K-S value of 0.878 and its associated p-value was 0.642 and thus the null hypothesis was not rejected. It was thus concluded that service satisfaction is normally distributed.

Table 4.9: One-Sample Kolmogorov-Smirnov Test

Service Satisfaction		
N		297
Normal Parameters	Mean	3.5072
	Std. Deviation	0.7526
Most Extreme Differences	Absolute	0.109
	Positive	0.085
	Negative	-0.109
Kolmogorov-Smirnov Z		0.878
Asymp. Sig. (2-tailed)		0.642

a Test distribution is Normal.

Figure 4.1 below shows the normality check of service satisfaction which indicates that the dependent variable was normally distributed and that the probability of outliers was minimal. The findings imply that the responses were lying close to the line of normality. Furthermore, it implied that the data was ideal for multiple linear regression.

**Figure 4.1: Normality of Service Satisfaction**

4.6 Descriptive Statistics

This section contains descriptive statistics for all the variables used in this study.

4.6.1 Strategic ICT Partnerships

The first objective of the study was to establish the status of strategic ICT partnerships of Custom agents in Kenya. Table 4.10 shows that 60.6% of the respondents agreed that collaboration with KRA had improved on their organization risk management, 69.8% agreed that KRA had invested in a management information system which had enabled information dissemination to Customs Agents and 64.3% of the respondents agreed that KRA systems had enabled improved management of queries from Customs agents. In addition, 58.7% of the respondents agreed that Customs technical equipment had improved the performance of Customs Agents, 69.1% agreed that Customs software systems have improved the performance of Customs Agents and 52.1% agreed that changes in the KRA ICT systems are done in a collaborative manner in order to address client needs. Finally, 66.6% of the respondents agreed that Customs-Business ICT partnerships had led to accuracy in information relayed to KRA and 65% agreed that Customs ICT systems were easy to interface with Customs Agent systems. The mean score for responses for this section was 3.58 which indicates that majority of the respondents agreed that strategic ICT partnerships was a key determinant of the service satisfaction of Customs agents. However the level of agreement is to a moderate extent since most of the Customs agents are semi-automated or semi manual and thus the Customs agents need to embark on the technological advances happening globally so as to gain competitiveness.

Means greater than 1 and less than 1.5 implied that strategic ICT partnerships influenced service satisfaction to no extent. Means greater than 1.5 and less than 2.5 implied that strategic ICT partnerships influenced service satisfaction to a little extent. Means greater than 2.5 and less than 3.5 implied that strategic ICT partnerships influenced service satisfaction to a moderate extent. Means greater than 3.5 and less than 4.5 implied that strategic ICT partnerships influenced service

satisfaction to a greater extent. Means greater than 4.5 implied that strategic ICT partnerships influenced service satisfaction to a very great extent.

The findings are in support of Cravens (2000) who asserted that use of Information Communication Technology (ICT) has become very vital to all organizations that intend to remain competitive in the market. Similarly, Allen and Morton (2004) opined that ICT is clearly considered as a key growth area in this century, specifically, in a dynamic business and highly competition environment which requires utilizing advanced ICT to improve efficiency and cost effectiveness, and to present high quality products and services to their customers.

Table 4.10: ICT Partnerships Descriptive Statistics

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
Collaboration with KRA has improved on your organization risk management.	7.7%	9.1%	22.6%	49.5%	11.1%	3.47
KRA has invested in a management information system which has enabled information dissemination to Customs Agents.	3.7%	5.4%	22.0%	55.4%	13.5%	3.7
KRA systems have enabled improved management of queries from Customs agents	4.7%	9.1%	21.9%	49.8%	14.5%	3.6
Customs technical equipment have improved the performance of Customs Agents	3.7%	9.5%	28.1%	48.5%	10.2%	3.52
Customs software systems have improved the performance of Customs Agents	4.0%	6.1%	20.9%	51.9%	17.2%	3.72
Changes in the KRA ICT systems are done in a collaborative manner in order to address client needs	6.1%	14.9%	27.0%	44.3%	7.8%	3.33
Customs-Business ICT partnerships have led to accuracy in information relayed to KRA	2.7%	9.1%	21.5%	53.5%	13.1%	3.65
Customs ICT systems are easy to interface with Customs Agent systems	3.4%	10.4%	21.2%	49.8%	15.2%	3.63
Average	4.5%	9.2%	23.2%	50.3%	12.8%	3.58

4.6.2 Strategic Training Partnership

The second objective of the study was to establish the status of strategic training partnerships of Custom agents in Kenya. Table 4.11 shows that 66.9% of the respondents agreed that Customs Agents were regularly inducted into new processes of Customs and Border Control Department at KRA, 69.4% agreed that training

programmes meant to serve Customs Agents were developed jointly with KRA in order to maximize learning outcomes and 60.3% of the respondents agreed that Customs Agents attended the same training as KRA employees in order to create harmony Customs operations between KRA and Agents. Fifty six point nine percent (56.9%) of the respondents agreed that training programs were developed with the needs of Customs Agents in mind, while 67% of the respondents agreed that training programs had improved the relationship between KRA employees and Customs agents and 43.1% agreed that there was adequate after-training support by KRA after trainings. Furthermore, 77.5% of the respondents agreed that training had improved their knowledge about Customs procedures, which helped them adjust comfortably to the work environment and 72.3% of the respondents agreed that joint trainings with Customs had improved their perception towards KRA Customs operations. The mean score for responses for this section was 3.62 which indicates that majority of the respondents agreed that strategic training was a key determinant of the service satisfaction of Customs agents. The findings imply that the Customs agents are welcoming the strategic partnership with KRA to learn more on Customs issues which will help improve their service satisfaction and gain competitiveness.

Means greater than 1 and less than 1.5 implied that strategic training influenced service satisfaction to no extent. Means greater than 1.5 and less than 2.5 implied that strategic training influenced service satisfaction to a little extent. Means greater than 2.5 and less than 3.5 implied that strategic training influenced service satisfaction to a moderate extent. Means greater than 3.5 and less than 4.5 implied that strategic training influenced service satisfaction to a greater extent. Means greater than 4.5 implied that strategic training influenced service satisfaction to a very great extent.

The study findings are in line with Ng and Siu (2004) conducted a study on state-owned manufacturing enterprises (SOEs) and non-state-owned manufacturing enterprises (non-SOEs) from a survey in Shanghai to assess the effects of training on firm performance and found that managerial training had a positive and significant effect on sales in both SOEs and non-SOEs. Similarly, Thang and Quang (2005) estimated the impact of training on firm performance, surveying cross-sector

enterprises and found that there was a positive association of training with market share and organizational performance.

Table 4.11: Strategic Training Partnership Descriptive Statistics

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
Customs Agents are regularly inducted into new processes of Customs and Border Control Department at KRA	4.7%	10.1%	18.2%	55.1%	11.8%	3.59
Training programmes meant to serve Customs Agents are developed jointly with KRA in order to maximize learning outcomes	2.0%	7.4%	21.2%	51.2%	18.2%	3.76
Customs Agents attend the same training as KRA employees in order to create harmony Customs operations between KRA and Agents	4.7%	14.5%	20.5%	41.1%	19.2%	3.56
Training programs are developed with the needs of Customs Agents in mind	5.1%	13.5%	24.6%	43.8%	13.1%	3.46
Training programs have improved the relationship between KRA employees and Customs agents	3.4%	9.8%	19.9%	52.2%	14.8%	3.65
There is adequate after-training support by KRA after trainings	7.4%	17.2%	32.3%	34.0%	9.1%	3.2
Training has improved my knowledge about Customs procedures, which has helped me adjust comfortably to the work environment.	3.0%	5.1%	14.5%	49.2%	28.3%	3.95
Joint trainings with Customs have improved my perception towards KRA Customs operations	4.4%	5.7%	17.2%	49.7%	23.0%	3.81
Average	4.3%	10.4%	21.1%	47.0%	17.2%	3.62

4.6.3 Strategic Banking Partnerships

The third objective of the study was to establish the status of strategic banking partnerships of Custom agents in Kenya. Table 4.12 shows that 66.8% of the respondents agreed that there was a variety of banking products offered to Customs Agents to suit varied needs, 78.5% agreed that strategic banking partnership enabled the agents to be able to process payments faster and 76.5% agreed that banking partnerships had improved the KRA turnaround time on payments processing. In addition, 73.7% of the respondents agreed that the existence of many banking partnerships have made Customs agents offer better customer services to their clients, while 75.7% agreed that banking products offered by Customs in collaboration with banks have improved Customs Agents' performance and 65.9% agreed that banking partnerships have made banks to have special KRA payments counters and this led to better and faster service to Customs agents. Finally, 71.1% of the respondents agreed that there was improved information flow on Customs payment services between banks and Customs Agents and 96.7% agreed that the methods of making payments to Customs are cost effective for Customs Agents. The mean score for responses for this section was 3.76 which indicates that majority of the respondents agreed that strategic banking partnership was a key determinant of the service satisfaction of Customs agents. The findings imply that the Customs agents are welcoming the strategic partnership with banks which has helped improve their service satisfaction and gain competitiveness by ensuring that they process their payments faster and has improved the KRA turnaround time on payments processing.

Means greater than 1 and less than 1.5 implied that strategic banking partnerships influenced service satisfaction to no extent. Means greater than 1.5 and less than 2.5 implied that strategic banking partnerships influenced service satisfaction to a little extent. Means greater than 2.5 and less than 3.5 implied that strategic banking partnerships influenced service satisfaction to a moderate extent. Means greater than 3.5 and less than 4.5 implied that strategic banking partnerships influenced service satisfaction to a greater extent. Means greater than 4.5 implied that strategic banking partnerships influenced service satisfaction to a very great extent.

The study findings are in agreement with those of Kairu (2013) who studied the effect of strategic responses on Kenya Revenue Authority operational performance. One objective of the study was to determine the effect of strategic partners' management on the operational performance of KRA. According to the study, KRA has formed strategic partnerships with banks and mobile telecommunications companies. The study revealed that these partnerships have helped in streamlining tax revenue collection, discovering new taxable citizens, increasing revenues and improving the overall performance of KRA.

Table 4.12: Strategic Banking Partnership Descriptive Statistics

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
There is a variety of banking products offered to Customs Agents to suit varied needs	6.8%	8.5%	18.0%	48.8%	18.0%	3.63
Strategic banking partnership enables the agents to be able to process payments faster	3.7%	6.1%	11.8%	56.6%	21.9%	3.87
Banking partnership has improved the KRA turnaround time on payments processing	2.4%	5.7%	15.5%	56.6%	19.9%	3.86
The existence of many banking partnerships has made Customs agents offer better customer services to their clients	3.0%	7.1%	16.2%	48.1%	25.6%	3.86
Banking products offered by Customs in collaboration with banks have improved Customs Agents' performance	3.4%	4.7%	16.2%	58.2%	17.5%	3.82
Banking partnerships have made banks to have special KRA payments counters and this leads to better and faster service to Customs agents	5.1%	14.5%	14.5%	43.9%	22.0%	3.63
There is improved information flow on Customs payment services between banks and Customs Agents	3.7%	8.4%	16.8%	54.9%	16.2%	3.71
The methods of making payments to Customs are cost effective for Customs Agents	4.7%	9.4%	16.2%	53.5%	16.2%	3.67
Average	4.1%	8.1%	15.7%	52.6%	19.7%	3.76

4.6.4 Customer Relationship Management

The fourth and last objective of the study was to establish the status of strategic partnerships in Customer Relationship Management (CRM) of Customs agents in Kenya. Table 4.13 shows that 42.8% of the respondents agreed that there was a variety of loyalty programs offered to Customs Agents to suit varied needs of Agents, 35.7% agreed that Customs adequately rewarded Customs Agents that comply with the Customs laws and procedures and 46.8% agreed that there was increased loyalty of Customs Agents to Customs due to Customer Relationship Management by Customs. In addition, 53% of the respondents agreed that Customs relationships at individual level with Customs Agents business had improved, while 49.2% agreed that Customs services were provided with the needs of Customs Agents in mind and 41.8% agreed that Customs agents were adequately engaged in designing of Customs processes. Finally, 43.7% of the respondents agreed that the cost of services offered by Customs was satisfactory and 44.6% agreed that the quality of services offered by Customs was satisfactory. The mean score for responses for this section was 3.20 which indicates that majority of the respondents agreed that strategic partnership in customer relationship management was a key determinant of the service satisfaction of Customs agents. However the level of agreement is to a lower extent since most of the agents are still contemplating on embracing the CRM strategies. The Customs have realised that the current business focus is more on customers instead of products or services focusing on customers' needs and wants to achieve customers' satisfaction and loyalty. Customer Relationship Management thus is a new wave which is all about increasing profitability and enabling businesses to keep customers under control and making the customer feel they are actually a part of the business progress. According to Cimiluca and Lutz (2015), instead of influencing customers to buy the products, relationship marketing suggests making products to fit the customers. Interaction between firms and customers is critical in the success of managing the customer base. This interaction is based upon personal and social bonds, which "are strengthened by the integration of customers in the value production process" (Hennig-Thurau & Hansen 2000).

Means greater than 1 and less than 1.5 implied that strategic partnerships in CRM influenced service satisfaction to no extent. Means greater than 1.5 and less than 2.5 implied that strategic partnerships in CRM influenced service satisfaction to a little extent. Means greater than 2.5 and less than 3.5 implied that strategic partnerships in CRM influenced service satisfaction to a moderate extent. Means greater than 3.5 and less than 4.5 implied that strategic partnerships in CRM influenced service satisfaction to a greater extent. Means greater than 4.5 implied that strategic partnerships in CRM influenced service satisfaction to a very great extent.

Table 4.13: Strategic Partnerships in CRM Descriptive Statistics

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
There is a variety of loyalty programs offered to Customs Agents to suit varied needs of Agents	8.1%	16.8%	32.3%	40.1%	2.7%	3.12
Customs adequately rewards Customs Agents that comply with the Customs laws and procedures	9.1%	24.6%	30.6%	30.6%	5.1%	2.98
There is increased loyalty of Customs Agents to Customs due to Customer Relationship Management by Customs	4.7%	15.8%	32.7%	39.7%	7.1%	3.29
Customs relationships at individual level with Customs Agents business have improved	6.1%	10.8%	30.1%	43.2%	9.8%	3.4
Customs services are provided with the needs of Customs Agents in mind	6.4%	14.1%	30.3%	42.1%	7.1%	3.29
Customs agents are adequately engaged in designing of Customs processes	9.8%	19.5%	29.0%	33.0%	8.8%	3.11
The cost of services offered by Customs is satisfactory	7.8%	17.6%	30.8%	36.9%	6.8%	3.17
The quality of services offered by Customs is satisfactory	6.8%	16.9%	31.8%	38.2%	6.4%	3.21
Average	7.4%	17.0%	31.0%	38.0%	6.7%	3.20

4.6.5 Service Satisfaction

The study sought to determine the status of the service satisfaction of Custom agents in Kenya. Table 4.14 shows that 64.6% of the respondents agreed that Customs-Business partnerships had led to improved Customs clearance procedures, 51.5% agreed that Customs-Business partnerships have led to increased consultation of Customs Agents in Customs policy making and 60.8% agreed that Customs-Business partnerships had led to increased trade facilitation by Customs. In addition, 59.9% of the respondents agreed that Customs-Business partnerships had improved the Customs agents performance in terms of their service to clients, 59.1% agreed that Customs-Business partnerships had improved the way Customs agents perceive KRA and 60% agreed that Customs-Business partnerships had helped in increasing the performance of Custom Agents. Finally, 50.9% of the respondents agreed that Customs-Business partnerships had enhanced voluntary compliance among Customs Agents and 59.1% agreed that Customs-Business partnerships had led to increased supply chain security for Customs Agents. The mean score for the responses was 3.51 which indicates that many employees agreed to the statements regarding the service satisfaction of Customs agents. The findings imply that the level of service satisfaction for Customs agents and their customers had improved due to various strategic Customs-business partnerships being adopted between the Customs and the agents.

Means greater than 1 and less than 1.5 implied that service satisfaction has improved to no extent. Means greater than 1.5 and less than 2.5 implied that service satisfaction has improved to a little extent. Means greater than 2.5 and less than 3.5 implied that service satisfaction has improved to a moderate extent. Means greater than 3.5 and less than 4.5 implied that service satisfaction has improved to a greater extent. Means greater than 4.5 implied that service satisfaction has improved to a very great extent.

The study findings compliment those of Aliet (2008), on the implementation of the Customs Reform and Modernization, where it was established that resistance to change, lack of requisite skills among staff hindered the implementation of the strategies. The study recommended that a strong visionary leadership was important

for the project's success. Mule (2008) on the other hand found out that there exists poor service delivery in the registries due to lack of funds to purchase modern storage facilities, lack of training of registry staff, poor policies and strategies in service delivery. The study recommended that in order to improve service delivery, Kenya Revenue Authority should train registry staff on registry management, job description should be clearly spelt out, customer complaints should be addressed to ensure that customers are satisfied with the registry services. Various strategic Customs-business partnerships being adopted between the Customs and the agents remedies the situation.

Table 4.14: Service Satisfaction Descriptive Statistics

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
Customs-Business partnerships have led to improved Customs clearance procedures	5.4%	8.8%	21.2%	54.2%	10.4%	3.56
Customs-Business partnerships have led to increased consultation of Customs Agents in Customs policy making	2.7%	13.1%	32.7%	42.4%	9.1%	3.42
Customs-Business partnerships have led to increased trade facilitation by Customs	3.4%	10.5%	25.3%	48.3%	12.5%	3.56
Customs-Business partnerships have improved the Customs agents performance in terms of their service to clients	3.7%	10.1%	26.3%	48.8%	11.1%	3.54
Customs-Business partnerships have improved the way Customs agents perceive KRA	4.8%	10.2%	25.9%	48.6%	10.5%	3.5
Customs-Business partnerships have helped in increasing the performance of Custom Agents	3.4%	11.9%	24.7%	46.8%	13.2%	3.55
Customs-Business partnerships have enhanced voluntary compliance among Customs Agents	3.7%	12.1%	33.3%	41.1%	9.8%	3.41
Customs-Business partnerships have led to increased supply chain security for Customs Agents	4.7%	8.1%	28.0%	47.3%	11.8%	3.53
Average	4.0%	10.6%	27.2%	47.2%	11.1%	3.51

4.7 Correlation Analysis

Pearson Bivariate correlation coefficient was used to compute the correlation between the dependent variable (service satisfaction) and the independent variables (strategic ICT partnerships, strategic training, strategic banking and customer relationship management). According to Sekaran (2008), this relationship is assumed to be linear and the correlation coefficient ranges from -1.0 (perfect negative correlation) to +1.0 (perfect positive relationship). The correlation coefficient was calculated to determine the strength of the relationship between dependent and independent variables (Kothari, 2013).

Table 4.15 shows the correlation results which indicates that there was a positive and significant relationship between strategic ICT partnership and service satisfaction of Customs agents in Kenya. This reveals that any positive change in strategic ICT partnerships leads to improved service satisfaction. The relationship has been illustrated by the correlation co-efficient of 0.588, implying a positive relationship between strategic ICT partnerships and the service satisfaction of Customs agents in Kenya. This was also evidenced by the p value of 0.000 which is less than that of critical value (0.05). The findings are in support of Bernardo et al. (2012) who analyzed the strategic partnerships that Catalan hospitals form with other health care entities and other types of institutions to foster technological and organizational innovation. These partnerships were mostly in the areas of human resource-sharing and training. It was concluded that these strategic partnerships help improve performance, competitiveness and services provided to users.

Results further show that there was a positive and significant relationship between strategic training partnerships and the service satisfaction of Customs agents in Kenya. This reveals that any positive change in strategic training partnerships leads to improved service satisfaction. The relationship has been illustrated by the correlation co-efficient of 0.667, implying a positive relationship between strategic training partnership and the service satisfaction of Customs agents in Kenya. This was also evidenced by the p value of 0.000 which is less than that of critical value (0.05). The study findings are in agreement with those of Omole (2004) and

Akintayo (2011) who noted that in Nigeria individual's firms and companies have started making various attempts at training the required skilled manpower. Industries like the Nigerian Port Authority, Nigerian Telecommunication Limited and Banking industries have taken their turns to have their training schools. The author further contends that the Government and its various agencies, also realizing the importance of training, and has virtually set-up various training schools for human resource development.

Table 4.15 further shows the correlation results which indicate that there was a positive and significant relationship between strategic banking partnerships and the service satisfaction of Customs agents in Kenya. This reveals that any positive change in strategic banking partnerships led to improved service satisfaction. The relationship has been illustrated by the correlation co-efficient of 0.507, implying a positive relationship between strategic banking partnerships and the service satisfaction of Customs agents in Kenya. This was also evidenced by the p value of 0.000 which is less than that of critical value (0.05). The findings are consistent with those of Amoah-Mensah (2010) who asserted that banks are striving hard to offer quality services and products in a bid to maintain existing customers and woo new ones, while customers want the best value for their money and comb around to get the best services.

Finally results showed the correlation results which indicate that there was a positive and significant relationship between strategic partnerships in CRM and the service satisfaction of Customs agents in Kenya. This reveals that any positive change in strategic partnerships in customer relationship management led to improved service satisfaction. The relationship has been illustrated by the correlation co-efficient of 0.682, implying a positive relationship between strategic partnerships in customer relationship management and the service satisfaction of Customs agents in Kenya. This was also evidenced by the p value of 0.000 which is less than that of critical value (0.05).

Table 4.15: Correlation Analysis

Variable		Service Satisfactio n	ICT Partnership s	Strategic Training	Strategic Banking	CRM partnershi p
Service Satisfactio n	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
	N	297				
ICT Partnerships	Pearson	.588**	1			
	Correlation					
	Sig. (2-tailed)	0				
	N	297	297			
Strategic Training	Pearson	.667**	.605**	1		
	Correlation					
	Sig. (2-tailed)	0	0			
	N	297	297	297		
Strategic Banking	Pearson	.507**	.522**	.559**	1	
	Correlation					
	Sig. (2-tailed)	0	0	0		
	N	297	297	297	297	
CRM partnership	Pearson	.682**	.457**	.553**	.430**	1
	Correlation					
	Sig. (2-tailed)	0	0	0	0	
	N	297	297	297	297	297

** Correlation is significant at the 0.01 level (2-tailed).

The correlation between two independent variables is also used to assess multicollinearity. Using this technique, multicollinearity between two independent variables will be present if the correlation coefficient is greater than 0.9 (-0.9). Results in table 4.15 shows that all the variables had coefficients of below 0.9 (Strategic ICT Partnerships and CRM $r = .457$, strategic banking and ICT partnerships $r = .522$, strategic training and ICT partnerships $r = .605$) which implies that there were no multicollinearity problems. Therefore, the results imply that there was no multicollinearity problem among the variables and hence the level of multicollinearity in the model can be endured.

4.7.1 Linear Relationship between Strategic ICT Partnerships and Service Satisfaction

The findings on Figure 4.2 show the relationship between strategic ICT partnerships and the service satisfaction of Customs agents in Kenya. The figure indicates that a positive relationship exists between strategic ICT partnerships and the service satisfaction of Customs agents in Kenya.

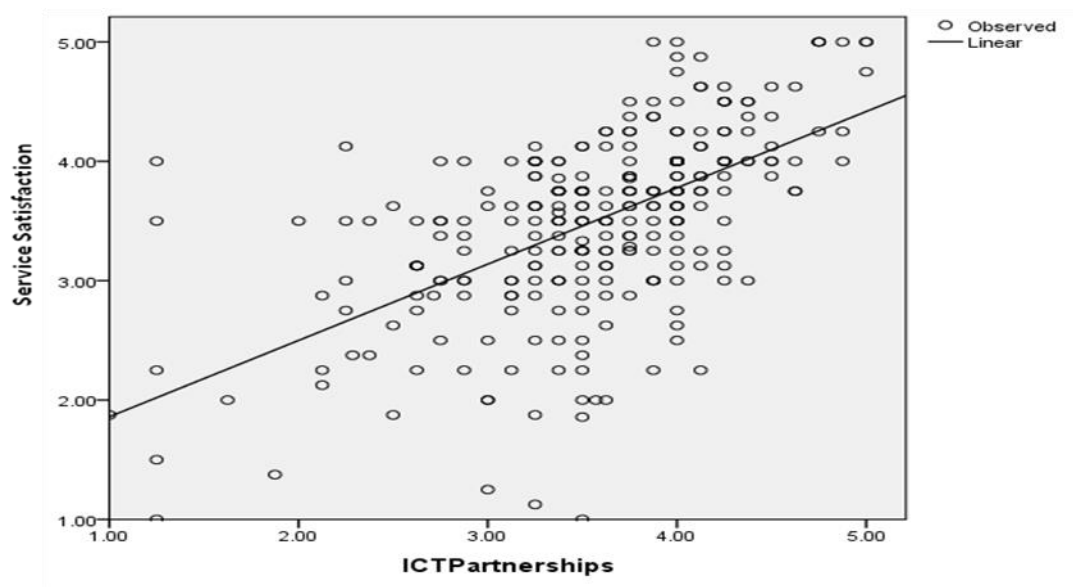


Figure 4.2: Linear Relationship between strategic ICT Partnerships and Service satisfaction

4.7.2 Linear Relationship between Strategic Training Partnership and Service Satisfaction

The findings on Figure 4.3 show the relationship between strategic training partnerships and the service satisfaction of Customs agents in Kenya. The figure indicates that a positive relationship exists between strategic training partnerships and the service satisfaction of Customs agents in Kenya.

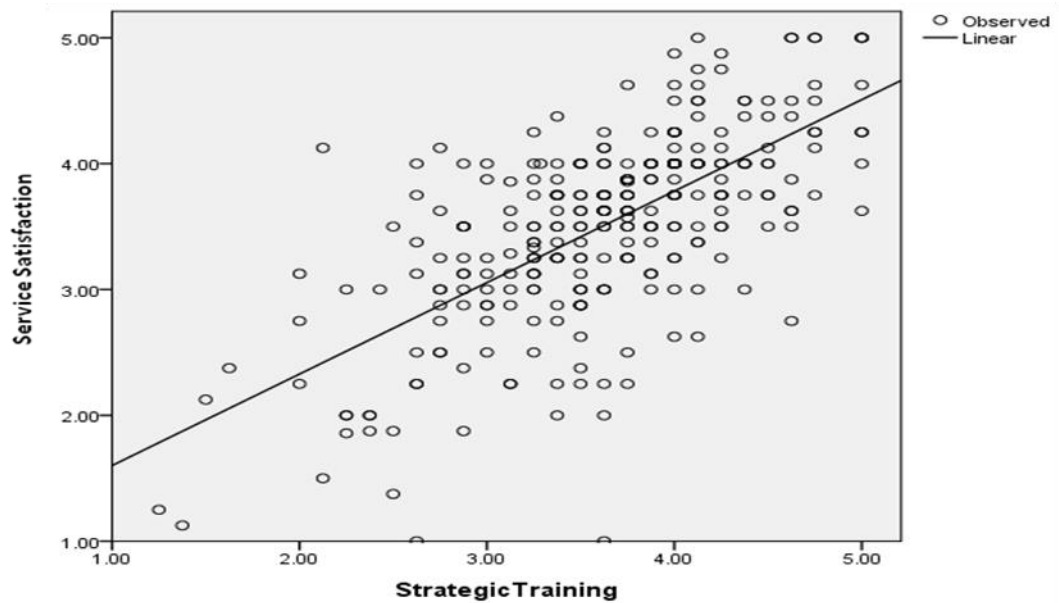


Figure 4.3: Linear Relationship between strategic Training Partnerships and Service satisfaction

4.7.3 Linear Relationship between Strategic Banking Partnership and Service Satisfaction

The findings on Figure 4.4 show the relationship between strategic banking partnerships and the service satisfaction of Customs agents in Kenya. The figure indicates that a positive relationship exists between strategic banking partnerships and the service satisfaction of Customs agents in Kenya.

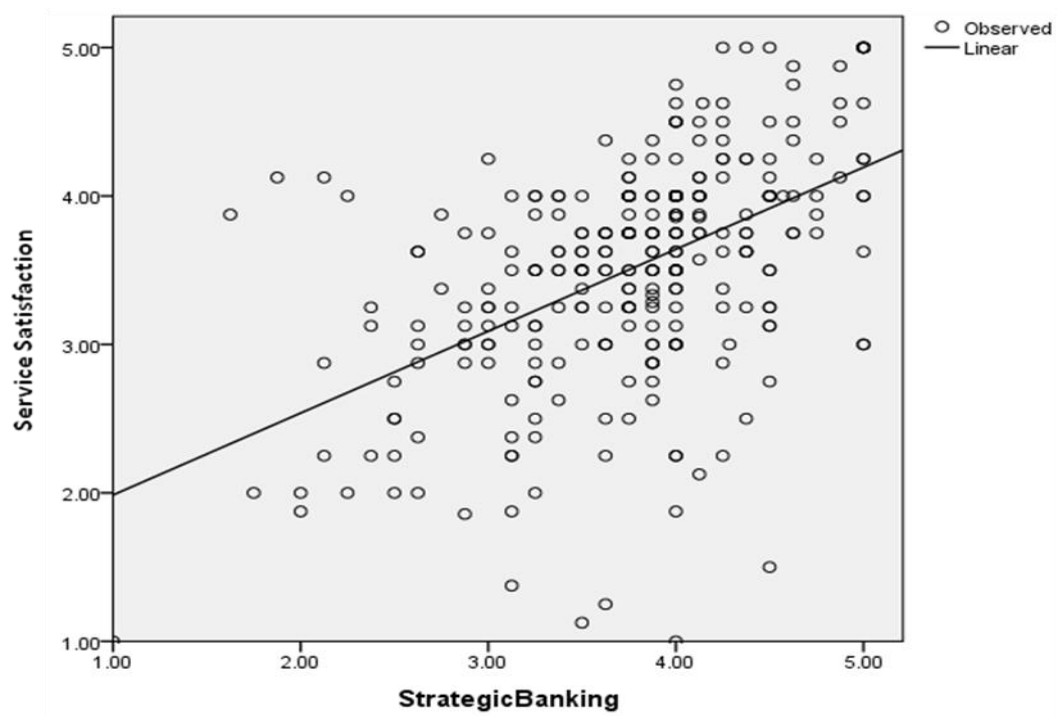


Figure 4.4: Linear Relationship between strategic Banking Partnerships and Service satisfaction

4.7.4 Linear Relationship between Strategic Partnerships in CRM and Service Satisfaction

The findings on Figure 4.5 show the relationship between strategic partnerships in customer relationship management and the service satisfaction of Customs agents in Kenya. The figure indicates that a positive relationship exists between strategic partnerships in customer relationship management and the service satisfaction of Customs agents in Kenya.

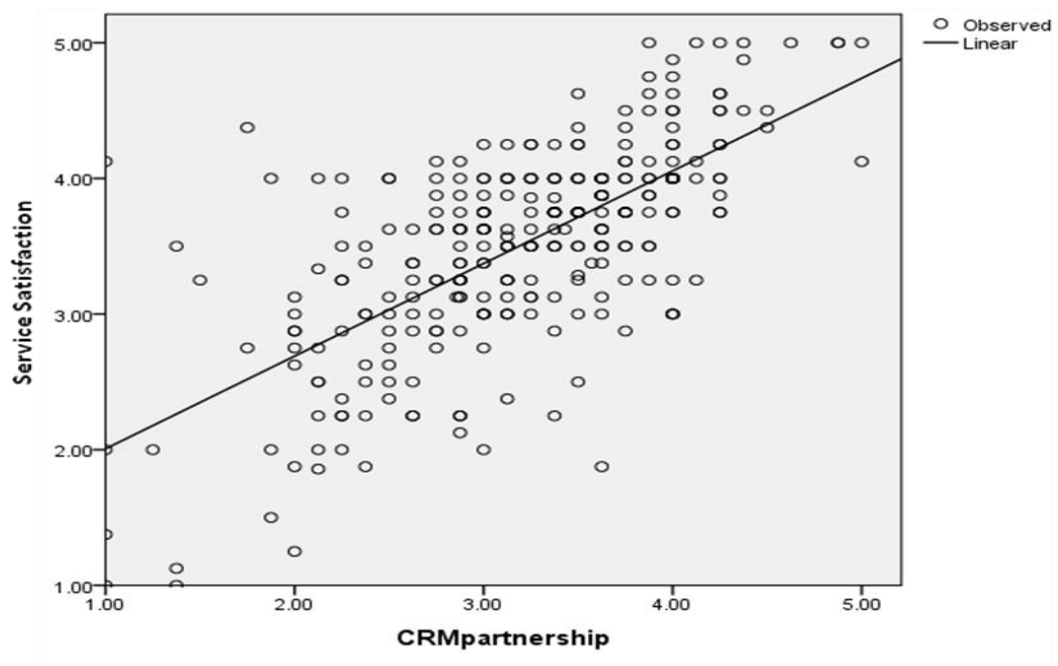


Figure 4.5: Linear Relationship between strategic Partnerships in CRM and Service satisfaction

4.8 Regression Analysis

The regression analysis was modeled to measures how well the overall model fit, and how well predictors; Strategic ICT partnership, Strategic training partnership, Strategic banking partnership and Strategic CRM partnership, were able to predict service satisfaction of Customs agents. The linear regression analysis modeled the relationship between the dependent variable (service satisfaction of custom agents) and independent variables (strategic ICT partnership, strategic training partnership, strategic banking partnership and strategic CRM partnership).

4.8.1 Outliers

The study evaluated the Minimum and Maximum values of the Standardized Residual (Std. Residual) subheading in Table 4.16. If the minimum value is equal or

below -3.29, or the maximum value is equal or above 3.29 then one have outliers. An analysis of standard residuals was carried out, which showed that the data contained no outliers (Std. Residual Min = -3.217, Std. Residual Max = 3.914).

Table 4.16: Residuals Statistics

	Minimum	Maximum	Mean	SDV	N
Predicted Value	1.74	4.99	3.58	.589	297
Residual	-1.860	2.263	.000	.574	297
Std. Predicted Value	-3.135	2.397	.000	1.000	297
Std. Residual	-3.217	3.914	.000	.993	297

a. Dependent Variable: Service Satisfaction of Customer Agent

4.8.2 Strategic ICT Partnerships and Service Satisfaction

Regression analysis was conducted to empirically determine whether strategic ICT partnerships were a significant determinant of the service satisfaction of Customs agents in Kenya. Regression results in Table 4.17 indicate the goodness of fit for the regression between strategic ICT partnerships and service satisfaction was satisfactory. An R squared of 0.345 indicates that 34.5% of the variations in service satisfaction are explained by the variations in strategic ICT partnerships effectiveness. This implies that 65.5% of the unexplained variations in service satisfaction is accounted for by the other variables including strategic training, strategic banking and strategic partnerships in customer relationship management.

Table 4.17: Model Summary for Strategic ICT Partnership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588a	0.345	0.343	0.61001

a Predictors: (Constant), ICT Partnerships

The overall model significance is presented in Table 4.18. An F statistic of 155.557 indicates that the overall model is significant. The findings imply that strategic ICT partnerships are statistically significant in explaining the service satisfaction of Customs agents in Kenya. Results are in tandem with those of Ion, Beyard and Sedaca (2014) who did a study on a synthesis of trends in public-private partnerships (PPPs) for Improving Food Security and Rural Development and found that PPPs in technological solutions provided great benefit to improve farmers' wellbeing. For instance, knowledge and technical expertise partnerships focus less on financial resources and more on information dissemination, knowledge and technology transfer, and training to develop the capacity and commercialization of smallholders.

Table 4.18: ANOVA for Strategic ICT Partnerships

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.885	1	57.885	155.557	.000
	Residual	109.773	295	0.372		
	Total	167.658	297			

The strategic ICT partnerships coefficients are presented in Table 4.19. The results show that strategic ICT partnerships contribute significantly to the model since the p-values for the constant and gradient are less than 0.05. The findings imply that one positive unit change in strategic ICT partnerships effectiveness led to a change in service satisfaction at the rate of 0.639. This confirms the positive effect of strategic ICT partnerships and the service satisfaction of Customs agents in Kenya. Similarly, Gaines et al. (2012) support the findings as they affirm that the power to collect, assess, and disseminate information is a valuable strategic resource that any

organization can use to improve its competitive advantage. The nature of the changing environment and associated consequences assist in decision making that helps to meet the challenges of the global market, thus creating a strategic advantage for early mover firms. Therefore, technological advantages require frequent updates in hardware and software as well as new competencies for Information Systems (IS) professionals. The fitted equation is as shown below

$$Y = 1.221 + 0.639X_1$$

Table 4.19: Coefficients of Strategic ICT Partnerships

Mod el		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	1.221	0.187		6.538	0.000
	ICT Partnerships	0.639	0.051	0.588	12.472	0.000

a Dependent Variable: Service Satisfaction

4.8.3 Strategic Training Partnership and Service Satisfaction

Regression analysis was conducted to empirically determine whether strategic training partnerships were a significant determinant of the service satisfaction of Customs agents in Kenya. Regression results in Table 4.20 indicate the goodness of fit for the regression between strategic training partnerships and service satisfaction was satisfactory. An R squared of 0.445 indicates that 44.5% of the variations in service satisfaction are explained by the variations in strategic training partnerships effectiveness. This implies that 55.5% of the unexplained variations in service satisfaction are accounted for by the other variables including strategic ICT partnerships, strategic banking and strategic partnerships in customer relationship management. The study findings agree with those of Emojong (2004), on In-Service Training Programs and their effects on the performance of staff at the Uganda Revenue Authority, where it was emphasized on the need for on-job training, short seminars and team building workshops as programs that increase the employees

performance. Without the right training, employees can be the organization's biggest liability. Trained effectively, however, they can become a firm's biggest asset (Bartram and Gibson, 2008).

Table 4.20: Model Summary for Strategic Training

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667a	0.445	0.443	0.56165

a Predictors: (Constant), Strategic Training

The overall model significance is presented in Table 4.21. An F statistic of 236.482 indicates that the overall model was significant. The findings imply that strategic training partnerships are statistically significant in explaining the service satisfaction of Customs agents in Kenya.

Table 4.21: ANOVA for Strategic Training Partnerships

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.599	1	74.599	236.482	.000b
	Residual	93.059	296	0.315		
	Total	167.658	297			

a Dependent Variable: Service Satisfaction

b Predictors: (Constant), Strategic Training

The strategic training coefficients are presented in Table 4.22. The results show that strategic training contributes significantly to the model since the p-value for the constant and gradient are less than 0.05. The findings imply that one positive unit change in strategic training effectiveness led to a change in service satisfaction at the rate of 0.727. This confirms the positive effect of strategic training and the service satisfaction of Customs agents in Kenya. Results are consistent with those of Markos and Sridevi (2010), who found a positive relation between training and productivity, profit, revenue and client satisfaction, a relation that is more significant when the training is accompanied by incentives for the employees. The fitted equation is as shown below

$$Y = 0.875 + 0.727X_2$$

Table 4.22: Coefficients of Strategic Training

Model	I	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Constant	0.875	0.174		5.018	0.000
	Strategic Training	0.727	0.047	0.667	15.378	0.000

a Dependent Variable: Service Satisfaction

4.8.4 Strategic Banking Partnerships and Service Satisfaction

Regression analysis was conducted to empirically determine whether strategic banking partnerships were a significant determinant of the service satisfaction of Customs agents in Kenya. Regression results in Table 4.23 indicate the goodness of fit for the regression between strategic banking partnerships and service satisfaction was satisfactory. An R squared of 0.257 indicates that 25.7% of the variations in service satisfaction are explained by the variations in strategic banking partnerships effectiveness. This implies that 74.3% of the unexplained variations in service satisfaction are accounted for by the other variables including strategic ICT partnerships, strategic training and strategic partnerships in customer relationship management. The study findings are in support of Huang and Yoshida (2013) who investigated the key service quality requirements improved through alliances by using quality function deployment. Their paper empirically explored how the formation of strategic alliances improves service quality requirements of liner shipping alliances. The results revealed the top four service quality requirements improved are business reputation, less transit time, intermodal service and cheaper service after analysis.

Table 4.23: Model Summary for Strategic Banking

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.507a	0.257	0.254	0.64996

a Predictors: (Constant), Strategic Banking

The overall model significance is presented in Table 4.24. An F statistic of 101.874 indicates that the overall model is significant. The findings imply that strategic

training partnerships are statistically significant in explaining the service satisfaction of Customs agents in Kenya. Results corroborate those of Khan and U-Din (2014) who conducted a study to find out the relationship between competitors, their strategic alliance and its effect on customer satisfaction and revealed that strategic alliances of marketing have a positive effect on customer satisfaction.

Table 4.24: ANOVA for Strategic Banking Partnerships

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.036	1	43.036	101.874	.000b
	Residual	124.622	296	0.422		
	Total	167.658	297			

a Dependent Variable: Service Satisfaction

b Predictors: (Constant), Strategic Banking

The strategic banking coefficients are presented in Table 4.25. The results show that strategic banking contributes significantly to the model since the p-value for the constant and gradient are less than 0.05. The findings imply that one positive unit change in strategic banking effectiveness led to a change in service satisfaction at the rate of 0.727. This confirms the positive effect of strategic banking and the service satisfaction of Customs agents in Kenya. Muthoka and Oduor (2014) too concluded that strategic partnerships had a positive influence on performance in supermarket chains in Kenya. The fitted equation is as shown below

$$Y = 1.434 + 0.552X_3$$

Table 4.25: Coefficients of Strategic Banking

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Constant	1.434	0.209		6.866	0.000
	Strategic Banking	0.552	0.055	0.507	10.093	0.000

a Dependent Variable: Service Satisfaction

4.8.5 Customer Relationship Management and Service Satisfaction

Regression analysis was conducted to empirically determine whether strategic partnerships in customer relationship management were a significant determinant of service satisfaction of Customs agents in Kenya. Regression results in Table 4.26 indicate the goodness of fit for the regression between customer relationship management and service satisfaction was satisfactory. An R squared of 0.465 indicates that 46.5% of the variations in service satisfaction are explained by the variations in strategic partnerships in customer relationship management. This implies that 53.5% of the unexplained variations in service satisfaction are accounted for by the other variables including strategic ICT partnerships, strategic training and strategic banking partnerships.

Table 4.26: Model Summary for Customer Relationship Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682a	0.465	0.463	0.55126

a Predictors: (Constant), CRM partnership

The overall model significance is presented in Table 4.27. An F statistic of 256.702 indicates that the overall model is significant. The findings imply that strategic partnerships in customer relationship management are statistically significant in explaining the service satisfaction of Customs agents in Kenya.

Table 4.27: ANOVA for Customer Relationship Management

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	78.01	1	78.01	256.702	.000b
	Residual	89.648	296	0.304		
	Total	167.658	297			

a Dependent Variable: Service Satisfaction

b Predictors: (Constant), CRM partnership

The customer relationship management coefficients are presented in Table 4.28. The results show that strategic partnerships in customer relationship management contributes significantly to the model since the p-value for the constant and gradient are less than 0.05. The findings imply that one positive unit change in customer

relationship management effectiveness led to a change in service satisfaction at the rate of 0.683. This confirms the positive effect of strategic partnerships in customer relationship management and the service satisfaction of Customs agents in Kenya. The fitted equation is as shown below

$$Y = 1.324 + 0.683X_4$$

Table 4.28: Coefficients of Customer Relationship Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Constant	1.324	0.14		9.462	0.000
	CRM partnership	0.683	0.043	0.682	16.022	0.000

a Dependent Variable: Service Satisfaction

4.9 Multivariate Regression

A multiple regression analysis was conducted to investigate the joint causal relationship between the independent variables and dependent variable (service satisfaction). This is represented by the overall model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

The coefficient of determination R square and correlation coefficient (r) shows the degree of association between the independent variables and export value addition. The results of the multiple regression indicate $R^2 = 0.983$ and $R = 0.992$ as shown in Table 4.29. This is an indication that there is a strong relationship between independent variables and the dependent variable service satisfaction. From the model summary table below adjusted R^2 was 0.982; this indicates that strategic Customs-business partnerships explain 98.2% of variations in the service satisfaction of Customs agents in Kenya.

This study used Durbin Watson (DW) test to check that the residuals of the models were not auto correlated since independence of the residuals is one of the basic hypotheses of regression analysis. The Durbin-Watson statistic ranges in value from

0 to 4. A value above 2 indicates non-autocorrelation; a value toward 0 indicates positive autocorrelation; a value toward 4 indicates negative autocorrelation. Results indicate that service satisfaction had an overall statistics of 1.976. Therefore the null hypothesis was not rejected and therefore the data was not autocorrelated.

Table 4.29: Overall Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.992a	0.983	0.982	0.46842	1.976

a Predictors: CRM partnership, Strategic Banking, ICT Partnerships, Strategic Training

b Dependent Variable: Service Satisfaction

Table 4.30 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. This was supported by an F statistic of 4280.29 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level. These results imply that the independent variables are good predictors of service satisfaction. The findings agree with those of Bernardo et al. (2012) who analyzed the strategic partnerships that Catalan hospitals form with other health care entities and other types of institutions to foster technological and organizational innovation and concluded that these strategic partnerships help improve performance, competitiveness, and services provided to users. Similarly, Ogutu and Samuel (2012) found that the most popular strategies adopted by MNCs that were both foreign and locally owned (mixed ownership) were better quality, excellent customer service, lower price, franchising and licensing. Strategic partnerships were one of the key strategies used by the MNCS that were studied.

Table 4.30: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3756.59	4	939.148	4280.26	.000c
	Residual	64.288	293	0.219		
	Total	3820.882d	297			

a Dependent Variable: Service Satisfaction

b Predictors: CRM partnership, Strategic Banking, ICT Partnerships, Strategic Training

The test for multi-collinearity was examined using the variance inflation factors (VIF) and the tolerance levels. Multi-collinearity is said to exist if there is a strong correlation between two or more independent variables in a model (Field, 2009). The results for the test for multi-collinearity are indicated in the Table 4.31. Table 4.31 shows that the variables have a VIF that is less than 10 and tolerance value more than 0.1 ruling out the possibility of multicollinearity. Therefore, the results imply that there was no multicollinearity problem among the variables and hence the level of multicollinearity in the model can be endured.

Table 4.31: Overall Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	ICT Partnerships	0.211	0.05	0.214	4.191	0.000	0.573	1.745
	Strategic Training	0.315	0.055	0.324	5.708	0.000	0.492	2.034
	Strategic Banking	0.083	0.047	0.088	1.772	0.077	0.623	1.604
	CRM partnership	0.407	0.044	0.372	9.198	0.000	0.659	1.518

a Dependent Variable: Service Satisfaction

Regression results in Table 4.32 indicate that the relationship between service satisfaction and strategic ICT partnerships was positive and significant ($b_1=0.211$, p value, 0.000). This implies that an increase in strategic ICT partnerships by 1 unit leads to an increase in service satisfaction of Customs agents by 0.211 units. Results further indicates that strategic training partnerships have a positive and significant relationship with service satisfaction ($b_1=0.315$, p value, 0.000). This implies that an increase in strategic training partnerships by 1 unit leads to an increase in the service satisfaction of Customs agents by 0.315 units.

The results further indicate that the relationship between service satisfaction and strategic partnerships in customer relationship management was positive and significant ($b_1= 0.407$, p value, 0.000). This implies that an increase in strategic partnerships in customer relationship management by 1 unit leads to an increase in the service satisfaction of Customs agents by 0.407 units. Finally, the results indicate that the relationship between service satisfaction and strategic banking partnerships is positive and insignificant ($b_1=0.083$, p value, 0.077).

After the analysis the model arrived at was as follows;

$$Y = 0.211X_1 + 0.315X_2 + 0.083X_3 + 0.407X_4 + e$$

$$\text{Service satisfaction} = 0.211 \text{ ICT partnerships} + 0.315 \text{ Strategic Training Partnerships} \\ + 0.083 \text{ Strategic Banking Partnerships} + 0.407 \text{ CRM Partnerships}$$

The summary results of the entire study hypothesis tested were presented on table below. Table 4.32 presents the level of significance also called the p value. This is the coefficient that is used to test hypothesis and the significance of the independent variables. The level of significance for this study is 0.05 and therefore if the p value is less than 0.05 we fail to accept the null hypothesis and accept if the p value is greater than 0.05.

Table 4.32: Summary of hypotheses Test Results

	P-values	Decision
H01. There is no significant relationship between strategic ICT partnerships and the service satisfaction of Custom agents in Kenya.	0.000	Rejected
H02. There is no significant relationship between strategic training partnerships and the service satisfaction of Custom agents in Kenya	0.000	Rejected
H03. There is no significant relationship between strategic banking partnerships and the service satisfaction of Customs agents in Kenya.	0.077	Accepted
H04. There is no significant relationship of strategic partnerships in Customer Relationship Management (CRM) and the service satisfaction of Customs agents in Kenya.	0.000	Rejected

4.10 Optimal Model

The optimal regression model estimated in the study therefore excluded strategic banking partnerships as it was found to be insignificant. The results presented in Table 4.33 thus indicate that ICT partnerships, strategic training and customer relationship management explained 98.3% of the variances in service satisfaction as indicated by an R square (R^2) of 0.983.

Table 4.33: Optimal Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.991a	0.983	0.981	0.47012	1.968

a Predictors: CRM partnership, ICT Partnerships, Strategic Training

Table 4.34 provides the results on the analysis of the variance (ANOVA) for the optimal model. The results indicate that the overall model was statistically significant. This was supported by an F statistic of 5664.73 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level. These results imply that strategic ICT partnerships, strategic training and customer

relationship management partnerships were statistically significant in explaining the service satisfaction of Customs agents.

Table 4.34: Analysis of Variance (Optimal Model)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3755.91	3	1251.97	5664.73	.000c
	Residual	64.977	294	0.221		
	Total	3820.882d	297			

a Dependent Variable: Service Satisfaction

c Predictors: CRM partnership, ICT Partnerships, Strategic Training

The regression analysis results of the optimal model presented in Table 4.35 shows the effect of strategic ICT partnerships, strategic training and customer relationship management partnerships on service satisfaction. Regression results indicate that the relationship between service satisfaction and strategic ICT partnerships is positive and significant ($b_1=0.245$, p value, 0.000). This implies that an increase in strategic ICT partnerships by 1 unit leads to an increase in the service satisfaction of Customs agents by 0.245 units.

Results further indicate that strategic training partnerships has a positive and significant relationship with service satisfaction ($b_1=0.353$, p value, 0.000). This implies that an increase in strategic training partnerships by 1 unit leads to an increase in the service satisfaction of Customs agents by 0.353 units.

The results further indicate that the relationship between service satisfaction and strategic partnerships in customer relationship management is positive and significant ($b_1= 0.422$, p value, 0.000). This implies that an increase in strategic partnerships in customer relationship management by 1 unit leads to an increase in the service satisfaction of Customs agents by 0.422 units.

Table 4.35: Regression Coefficients (Optimal Model)

Mo del		Unstandardized Coefficients		Standardized Coefficients	t	Sig .	Collinearity Statistics	
		B	Std. Error	Beta			Tolera nce	VIF
1	ICT	0.24			5.2	0.0		
	Partnerships	5	0.047	0.249	32	00	0.613	1.63
	Strategic	0.35			6.9	0.0		
	Training	3	0.051	0.363	34	00	0.537	1.86
	CRM	0.42			9.6	0.0		
	partnership	2	0.044	0.386	88	00	0.67	1.49

a Dependent Variable: Service Satisfaction

The fitted equation was as shown below

$$Y = 0.245X_1 + 0.353X_2 + 0.422X_4 + e$$

Service satisfaction = 0.245 ICT partnerships + 0.353 Strategic Training Partnerships
+ 0.422 CRM Partnerships

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of major findings of the study, relevant discussions, conclusions and the necessary recommendations. The study sought to assess the effect of strategic Customs-Business partnerships on the service satisfaction of Customs agents in Kenya. The summary of key findings, conclusions and recommendations is done in line with the objectives of the study based on the output of the descriptive and inferential statistical analyses guided to test the research hypothesis of the study.

5.2 Summary of the Findings

The general objective of the study was to assess the effect of strategic Customs-Business partnerships on the service satisfaction of Customs agents in Kenya. The key finding was that the Customs agents were concerned with improving service satisfaction and in furtherance attaining high customer satisfaction and enhance high levels of tax compliance. The pressure to provide better customer service delivery in Kenya and the exponential increase in global trade and the changing dynamics of the international supply chain have created new demands and perspectives on the role of Customs administrations and this has made it mandatory for the Customs to come up with clear strategies to meet these demands. This has been the major motivation for the adoption of strategic Customs-business partnerships to drive innovation and economic growth opportunities and, at the same time, create a more cost-effective, efficient and responsive Customs administration. Customs agents have benefited from these partnerships in terms of improved services by Customs, hence leading to increased service satisfaction.

5.2.1 Strategic ICT Partnerships and Service Satisfaction

The first objective of the study was to establish the effect of strategic ICT partnerships on the service satisfaction of Custom agents in Kenya. Deployment of

information and technology gives a strong mile hold in achieving competitive advantage, this has seen most of the institutions adopting new technological changes so as to win many customers and retain them through offering high quality services. The study findings indicate that strategic collaborations have helped in improving on risk management practices of Customs agents. KRA has invested in a management information system which has made it easy for dissemination of information to Customs agents and that is compatible with other systems, adoption of technology promotes high levels of efficiency and Customs agents' service satisfaction. This therefore implies that those firms that are embracing strategic information and technology partnerships have gained through minimization of administrative costs, the management information system is flexible enough to support the growth of the Customs agents and enhance service delivery and customer satisfaction. Regression and correlation results indicate that there is a positive and significant relationship between strategic ICT partnerships and the service satisfaction of Customs agents in Kenya.

5.2.2 Strategic Training Partnership and Service Satisfaction

The second objective of the study was to establish the effect of strategic training partnerships on the service satisfaction of Custom agents in Kenya. The study findings indicate that strategic training partnerships are very essential for effective service delivery within the Customs agents and thus improve service satisfaction. The respondents agreed that they were regularly inducted into new processes of Customs and Border Control Department at KRA, training programmes meant to serve Customs Agents were developed jointly with KRA in order to maximize learning outcomes and Customs Agents attended the same training as KRA employees in order to create harmony Customs operations between KRA and Agents. The findings imply that the training programs developed are in line with the needs of Customs Agents and the training programs have improved the relationship between KRA employees and Customs agents. The study findings also indicate that strategic training partnerships were evident through joint trainings with Customs, which improved the perceptions of Customs agents towards KRA Customs operations. The findings imply that the Customs agents are welcoming the strategic

partnership with KRA to learn more on Customs issues which will help improve their service satisfaction and gain competitiveness. Regression and correlation results indicate that there was a positive and significant relationship between strategic training partnerships and the service satisfaction of Customs agents.

5.2.3 Strategic Banking Partnerships and Service Satisfaction

The third objective of the study was to establish the effect of strategic banking partnerships on the service satisfaction of Customs agents in Kenya. The study findings indicate that strategic banking partnerships had a positive influence on the service satisfaction of Customs agents in Kenya. The majority of the respondents agreed that there was a variety of banking products offered to Customs Agents to suit varied needs, strategic banking partnerships have enabled the agents to process payments faster and the banking partnerships have improved the KRA turnaround time on payments processing. The findings imply that with the banking partnerships in place the Customs agents offer better customer services to their clients and in return these partnerships have made methods of making payments to Custom cost effective for Customs Agents and thus improved Customs Agents' performance. Correlation results indicate that there is a positive relationship between strategic banking partnerships on the service satisfaction of Customs agents in Kenya.

5.2.4 Customer Relationship Management and Service Satisfaction

The fourth and last objective of the study was to establish the effect of strategic partnerships in Customer Relationship Management (CRM) on the service satisfaction of Customs agents in Kenya. Majority of the respondents agreed that strategic partnership in customer relationship management was a key determinant of the service satisfaction of Customs agents. However the level of agreement was to a lower extent since most of the agents are still contemplating on embracing the CRM strategies. The respondents agreed to a low extent that there were variety of loyalty programs offered to Customs Agents to suit varied needs of Agents, Customs adequately reward Customs Agents that comply with the Customs laws and procedures and there was increased loyalty of Customs Agents to Customs due to Customer Relationship Management by Customs. However the Customs have

realised that the current business focus is more on customers instead of products or services hence focusing more on customers' needs and wants to achieve customers' satisfaction and loyalty. Customer Relationship Management thus is a new wave which is all about increasing profitability and enabling businesses to keep customers under control and making the customer feel they are actually a part of the business progress.

5.3 Conclusions

Following the study findings it can be concluded that Customs has put a lot of effort in enhancing customer service delivery and satisfaction and thus the need to form and adopt strategic Customs-business partnerships such as ICT partnerships, strategic training partnership, banking partnership and strategic partnerships in customer relationship management. The study concludes that a lot of value has been created since there are effective and efficient strategies in place by the Customs administration in Kenya to improve on service satisfaction of Customs agents. Hence, competitiveness of Customs agents is realized through collaboration with Customs.

5.3.1 Strategic ICT Partnerships and Service Satisfaction

The study findings indicate that strategic ICT partnerships have a positive and significant relationship with the service satisfaction of Customs agents. The influence of strategic information and technology deployment on service satisfaction is by increasing internal efficiencies and promoting better handling of the external environment. From the descriptive statistics, it can be concluded that at Customs ICT is being used to enhance internal operation systems capabilities by enhancing adoption of information systems for faster delivery; enhancing payment processing; enhancing cut in cost and increase efficiency; and enhancing diversification of processes. Information technology is used to support operational level efficiencies to reduce cost and increase overall business efficiency. The operational efficiencies help firms in gaining competitive advantage by ensuring low cost and high quality services. Since Strategic ICT partnerships are statistically significant in explaining the service satisfaction of Customs agents in Kenya, Strategic ICT partnerships

between Customs and Customs agents are therefore a crucial aspect for Customs organizations, in order to help both Customs and Customs agents to leverage differences between themselves, in order to achieve collaborative advantage.

5.3.2 Strategic Training Partnership and Service Satisfaction

The study established the critical role of strategic training partnerships in improving service satisfaction and thus improved service satisfaction. The study demonstrated that to improve customer satisfaction and service delivery, Customs and Customs agents have pursued proactive training solutions that are jointly developed between Customs and Customs agents, in order to embrace skill and knowledge development on Customs policies and procedures. This is because it was evident that Customs agents are the recipients implementing Customs policies and procedures. Top management has put in place strategies and mechanisms that respond quickly to market changes. Results showed that Customs agents received induction training on all new processes and all the training programmes are incorporated with KRA to ensure that there are high outcomes from the trainings. The study concluded that the strategic training partnership positively influenced the service satisfaction of Customs agents. Since Strategic training partnerships are statistically significant in explaining the service satisfaction of Customs agents in Kenya, Strategic training partnerships between Customs and Customs agents are therefore a crucial aspect for Customs organizations, in order to help both Customs and Customs agents to leverage information differences between themselves, in order to achieve collaborative advantage, to be met by improved training.

5.3.3 Strategic Banking Partnerships and Service Satisfaction

The study concludes that strategic banking partnerships have a positive influence on the service satisfaction of Customs agents in Kenya. The strategic banking partnerships in existence have offered variety of banking products to Customs Agents to suit their varied needs, have enabled the agents to process payments faster and the partnerships have also improved greatly the KRA turnaround time on payments processing. The findings imply that with the banking partnerships in place the Customs agents offer better customer services to their own clients and in return

these partnerships make methods of making payments to Customs cost effective and improve the business performance of Customs agents as a whole. However, it is evident in the data analysis that strategic banking partnerships are not statistically significant in explaining the service satisfaction of Customs agents in Kenya. Therefore this variable in its own need not be a crucial aspect of Customs-business partnerships. Banking is, rather, a tool of how Customs offers payment options to Customs agents on how the agents can fulfill their financial obligations to Customs in payment of taxes.

5.3.4 Customer Relationship Management and Service Satisfaction

From the findings of the study, it is concluded that that strategic partnerships in Customer Relationship Management highly influenced service satisfaction. From the descriptive statistics, however, it was seen that Customs did not adequately reward Customs Agents that comply with Customs laws and procedures. In other sub-variable analysis, it can be concluded that the in-depth relationships developed as a result of CRM will help Customs identify and invest in its most valuable customers – the Customs agents. Strategic partnership in customer relationship management is seen to provide a firm with a better understanding of its environment and customers, which ultimately leads to enhanced customer loyalty and satisfaction. The findings imply that to attain customer satisfaction Customs need to deploy finely targeted customer intimacy management programs and strategies targeting the Customs agents that represent their current and future business. The study concludes that engaging in cause-related marketing through a CRM system would allow Customs to maximize the utilization of an existing investment, increase customer contact, find new potential revenue opportunities, and build stronger relationships with Customs agents. This in turn would lead to service satisfaction of Customs agents through enhanced loyalty. Since Strategic partnerships in CRM are statistically significant in explaining the service satisfaction of Customs agents in Kenya, Strategic partnerships in CRM between Customs and Customs agents are therefore a crucial aspect for Customs organizations, in order to help both Customs and Customs agents to leverage differences between themselves, in order to achieve collaborative advantage.

5.3.5 Service Satisfaction of Customs Agents through Customs-Business Partnerships

From the findings of the study, it is concluded that strategic Customs-Business partnerships had a positive influence on Customs agents satisfaction. It is concluded from the findings that aspects of Customs agents service satisfaction that improve as a result of these partnerships lead to benefits to Customs agents including improved Customs clearance procedures, increased consultation between Customs and Customs agents on policy and procedural matters, increased trade facilitation, improved performance of Customs agents, and improved supply chain security, and improved voluntary compliance. Therefore, these partnerships are valuable to Customs agents in terms of prompt Customs clearance, low trade transaction costs, transparency, and predictability of Customs procedures. Since Strategic Customs-Business partnerships are statistically significant in explaining the service satisfaction of Customs agents in Kenya, these are therefore a crucial aspect for Customs organizations, in order to help both Customs and Customs agents to leverage differences between themselves, in order to achieve collaborative advantage.

5.4 Recommendations

Based on the results, findings and conclusions, the following recommendations have been deciphered.

5.4.1 Managerial Recommendations

1. Strategic ICT partnerships

Strategic ICT partnership was found to have a positive and significant relationship with the service satisfaction of Customs agents in Kenya. Customs administration and Customs agents should be on top of the game to ensure they keep pace with the rapid changes in technology as customer requirements are fast changing. Thus by promoting strategic ICT partnerships there should be a high level of efficiency and reduction in cost. This also improves customer convenience and speed of service delivery. Customs administration should therefore strive to ever improve their

technological capacity, through information dissemination and improved Customs technical systems and Customs software systems. It is recommended that investment in Information technology be emphasized for both Customs and Customs agents as it has an effect on the overall reduced costs of risk management and hence competitive advantage.

2. Strategic Training partnerships

The study recommends that Customs and Customs agent's management should initiate a policy of providing collaborative opportunities for the development Customs agents. This would bring about benefits such as competency improvement, through collaborative training needs assessment and after-training support. This will help them to engage closely and creatively with activities that will improve the competencies and hence strategic performance of the Customs agents. The study also recommends that Customs executives should demonstrate commitment toward empowering Customs agents by ensuring and offering continuous training on new Customs processes and operations across borders. It is also recommended that the Customs ensures that the career growth, training and development on reward and motivation of Customs agents are emphasized in collaborative training partnerships. This will ensure mutual benefits on shared knowledge between Customs and Customs agents. This is because strategic training partnerships had a significant effect on Customs service satisfaction.

3. Strategic Banking partnerships

The study recommends that more and competitively priced new products should be offered through banking partnerships. Since these advances in technology come with security threats, the financial institutions should ensure security measures are put in place to enhance safety of their clients (the Customs agents) and win their trust. Strategic collaboration and Customs-Business partnerships in this area, however, do not warrant huge investment in resources on the part of Customs. This is because partnership in this area is not statistically significant to the service satisfaction of Customs agents. However, it is recommended the banking industry on its own merit

should continue to offer innovative payment solutions and improved service delivery to Customs and Customs agents.

4. Strategic partnerships in CRM

The study recommends that Customs should emphasize customer relationship by investing in a customer relationship management system. Specifically, Customs should invest in a robust Information technology system as this can certainly help to create satisfied and loyal Customs agents. This is because a good customer relationship management is driven by technology rather than a well-articulated customer strategy. In addition, it is recommended that Customs agents should comply with Customs systems and regulations to achieve favoured status with Customs, through adequate reward and loyalty structure for compliant Customs agents. This is because mutual trust is vital for effective CRM between Customs and Customs agents. An appropriate CRM system will ensure services based on individual level relationships and services based on Customer needs. This will enable Customs facilitate Customs regulations in a cost and quality effective manner. The Kenya Revenue Authority, being the mother organization of Customs must re-align its internal architecture and leverage CRM resources across the spectrum of the organization to enable its revenue staff deal with Customs agents issues promptly, to ensure maximum service satisfaction. It is further recommended that Customs must develop a supportive organizational culture, market relationship management internally, intimately understand Customs agents service expectations, and create and maintain a detailed customer database and that will help to reward compliant Customs agents efficiently.

5. Service Satisfaction of Customs Agents

According to Cravens, Piercy, & Cravens (2000), analysis of alliance success during the last decade indicates that performance evaluation is a critical success factor, yet the reality is that many companies do not develop and implement formal performance evaluation processes. It is recommended that KRA and consequently Customs should develop and apply a robust Alliance Balance Scorecard model to

measure the success of C2B partnerships. This will help the organization to justify the investment and resource allocation towards C2B initiatives, as compared to performance and Customs agent service satisfaction with the same.

5.4.2 Policy Recommendations

This study is important to KRA stakeholders and other members of the public to warrant their continued support and help steer the Kenya Revenue Authority to greater heights. The study also informs Customs agents on the areas of strategic collaboration with Customs in order to achieve mutual benefit with Customs.

1. The government regulators and the policy makers can use the findings as reference for policy guidelines on strategic partnerships in public institutions and parastatals. They can be able to formulate viable policy documents that effectively in turn boost productivity. These may relate to regulating those aspects that threaten to adversely impact on the operations and development of such organizations.
2. Policy makers should find out how market competition and corporate policies strategies could be modified in order to facilitate strategic partnerships in public and private institutions and parastatals in Kenya to enhance service delivery.
3. The Kenya Revenue Authority should invest in appropriate technological infrastructure so that the Customs and Customs agents can improve on technological competitiveness, this will help preserve and grow their market share and customer base.
4. Policy makers should decide on the mechanisms to encourage strategic partnerships in Customs administrations and Customs agents in Kenya. These mechanisms need to be matched with appropriate resource allocation and priority. This is because of value addition expected through strategic collaboration and partnering.

5.5 Areas for Further Research

This study focused only on Customs agents in liaison with KRA; the results may not apply to all public sector organizations dealing with tax administration. Therefore, in order to measure the success of strategic alliances in other government agencies of Kenya, it is recommended that a study is done cutting across all county governments that would allow for broader generalization of findings. A study comparing strategic partnerships of private and public firms would seem likely to lead to new insights and therefore enrich the efforts that have been made in this study, to measure service satisfaction gained through partnerships.

REFERENCES

- Adam, L., Souter, D., Jagun, A. & Tusubira, F. F. (2011) *Transformation-Ready: The Strategic Application of Information and Communication Technologies in Africa - Regional Trade and Integration Sector Study, Main Report*. London: Report prepared for the African Development Bank, the World Bank and the African Union by ICT Development Associates Ltd. Retrieved from <http://worldbank.org/>
- Aeromarine Capital Group Kenya (2016, May 9). Kenya Freight Forwarding | Customs Clearance - Shipping Logistics. Retrieved from <http://aeromarine.co.ke/home/>
- Agreement on Trade Facilitation* (2014, July 15) WT/L/931. Retrieved from http://tfig.unece.org/pdf_files/931.pdf
- Akaranga, E. M. (2010). *The Process and Effects of Performance Contracting in Kenyan Public Sector*. (MBA Project). United States International University (USIU), Nairobi.
- Akintayo D.I (2011). Influence of workers` training on reduction of industrial conflict in industrial organizations in South-West Nigeria. *Oxford Review of Economic Journal of Human Resource Studies*, 2, 23-30
- Aliet, J.O.A. (2008). *Responses by Kenya Revenue Authority to the challenges in the implementation of Customs Reforms and Modernization*. (MBA Project) University of Nairobi, Nairobi.
- Allen, T. & Morton, M. (2004). *Information Technology and the Corporation of the 1990s*. New York: Oxford University Press.
- Alu, A.D (2002). Effect of Information Technology on Customer Services in the Banking Industry in Nigeria. *International Journal of Scientific Research*, 1(1), 20-34.

- Amoah-Mensah, A. (2010). *Customer Satisfaction in the Banking Industry: A Comparative Study of Ghana and Spain*. (Doctoral Dissertation) University of Girona, Spain.
- Armstrong R., Hall, B.J., Doyle, J. & Waters, E. (2011). Cochrane Update: 'Scoping the scope' of a cochrane review. *Journal of Public Health*. 33 (1): 147–50.
- Association of Employment and Learning Providers (2013). *Supply Chain Management: A good practice guide for the post-16 skills sector*. Retrieved from <https://www.aelp.org.uk>
- Bartram, S. & Gibson, B. (2008). *The Training Needs Analysis Toolkit*. (2nd ed.) Amherst, Massachusetts: HRD Press, Inc.
- Bena, I. (2010), Evaluating Customer Satisfaction in Banking Services, *Management & Marketing*, 5(2), 143-150.
- Bernardo M., Valls J. & Casadesus M. (2012). Strategic alliances: an analysis of Catalan hospitals. *Pan American Journal of Public Health*, 31(1), 40-47
- Beveridge, C. (2009). *Aligning IT with business strategy, Guidelines for IT management*. UK: National Computing Centre.
- British Standards Institution (2016, May 9), Supply Chain Risk Management. Retrieved from <http://www.bsigroup.com/en-GB/Supply-Chain-Security/>
- Brown, S. (2000). *From Customer Loyalty to Customer Dependency*. New York: John Wiley & Sons Canada, Ltd.
- Brown, J. (2002). Training Needs Assessment: A Must for Developing an Effective Training Program. *Public Personnel Management*, 31(4). 569-578
- Buhalis, D. (2004). EAirlines: Strategic and Tactical Use of ICT in the Airline Industry. *Information and Management*, 41(7), 805-825.

- Business Action for Improvement in Customs Administration in Africa. (2010). *Business Partnerships for Development in Africa - Redrawing the boundaries of possibility*. Report prepared by Business Action for Africa in association with Harvard Kennedy School. Retrieved from <https://www.hks.harvard.edu/>
- Burns, A., & Groove, B. (2003). *The Practice of Nursing Research: Conduct, critique & Utilization*. (4th ed.). Philadelphia: Saunders.
- Buyonge, C. & Kireeva, I. (2008) Trade Facilitation in Africa: Challenges and Possible Solutions. *World Customs Journal*, 38(1), 41-54.
- Chauhan, A.K. (2013). An Empirical Analysis of (OOC) English Language Learning. *Interdisciplinary Journal of Contemporary Research in Business*, 5(7), 393-405
- Choi, J. Y. (2011). *Survey of Single Window Implementation* (Paper No.17). Brussels: World Customs Organization.
- Chopra, S. & Meindl, P. (2003) *Supply Chain*. (2nd ed.). Upper Saddle River, New Jersey: Prentice Hall.
- Christensen, J. (2000). *IT and business: a history of Scandinavian airlines*. Aarhus, Denmark: Aarhus University Press.
- Cimiluca, K. & Lutz, R. (2015). *Customer Relationship Management*. (Masters Thesis) University of Florida, Florida
- Cobb, C.G. (2015). *The Project Manager's Guide to Mastering Agile: Principles and Practices for an Adaptive Approach*. Hoboken, New Jersey: John Wiley & Sons.
- Cooper, D. R., & Schindler, P. S. (2006). *Business Research Methods* (9th ed.). New Delhi, India: McGraw-Hill Publishing

- Cravens, K., Piercy, N., & Cravens, D. (2000). Assessing the Performance of Strategic Alliances: Matching Metrics to Strategies. *European Management Journal*, 18(5), 529-541.
- Cravens, A. (2000). *A Parallel Postsecondary Universe: The Certification System in Information Technology*. Washington, D.C.: U.S. Department of Education.
- Creswell, J. W. (2003). *Research design: Qualitative, Quantitative, and Mixed Methods Approaches* (2nd ed.). Thousand Oaks, California: Sage.
- Dadashian, F., Shakibfar, S., & Zarandi, M. H. (2007). Strategic alliance for core competencies improvement in textile industries. *International Journal of Management Science and Engineering Management*, 2(2), 98-107
- David, Fred. R. (2009). *Strategic Management Concepts* (12th ed.). Upper Saddle River, NJ: Prentice Hall.
- De Watteville, A., & Gilbert, L. (2000). *Advanced Information and Communication Technology*. Oxford: Heinemann Educational Publishers.
- Denken Global Supply Chain (2013). *Customs Brokerage*. Retrieved from <http://www.denkenglobal.com>
- Dess, G., Lumpkin, G., Eisner, A. and McNamara, G. (2012). *Strategic management*. 1st ed. New York: McGraw-Hill/Irwin.
- Doganis, R. (2006). *The airline business in the 21st century* (2nd ed.). London: Routledge.
- Dussauge, P. & Garrette, B. (1995). Determinants of Success in International Strategic Alliance: Evidence from the Global Aerospace Industry. *Journal of International Business Studies*, 26(3), 505-530
- East African Community Customs Management Act, Laws of Kenya. (2004)

- Eisenhardt, K. M., & Schoonhoven, C. B. (1996). Resource-based view of strategic alliance formation: strategic and social effects in entrepreneurial firms. *Organization Science*, 7(2), 136-150.
- Emojong, J. (2004). *In-service training programs and their effects on the performance of staff at the Uganda Revenue Authority*. (Master's Dissertation). Makerere University, Kampala.
- Farris, P., Bendle, N.T., Pfeifer, P.E. & Reibstein, D.J. (2012). Marketing Metrics – *The Definitive Guide to Measuring Marketing Performance*. 2nd ed. Upper Saddle River, New Jersey: Pearson Education Inc.
- Faems, D., Sels, L., DeWinne, S., & Maes, J. (2005). The Effect of Individual HR Domains on Financial Performance. *International Journal of Human Resource Management*, 16(5), 676-700.
- Feehily, J. (2009, December). *Ireland Experience*. Presentation at the Revenue Management Conference, Brussels, Belgium.
- Field, A. (2000). *Discovering statistics using SPSS for windows*. London: Sage Publications.
- Gaines, C., Hoover, D., Foxx, W., Matuszek, T. & Morrison, R. (2012). Information Systems as a Strategic Partner in Organizational Performance. *Journal of Management and Marketing Research*, 10(5), 1-17.
- Ghasemi, A., and Zahedias, S. (2012) Normality tests for statistical analysis: a guide for non-statisticians. *International Journal of Endocrinology and Metabolism*, 10 (2), 486.
- Glaister, K. W. (1996), UK-Western European Strategic Alliances: Motives and Selection Criteria. *Journal of Euromarketing*, 5(4), 5-35.
- Grainger, A. (2011), Trade Facilitation: a Conceptual Review. *Journal of World Trade*, 45(1), 39-62.

- Gronroos, C. (2009), Marketing as Promise Management: Regaining Customer Management for Marketing. *Journal of Business & Industrial Marketing*, 24(5), 351-359.
- Hair, J.F., Black, W.C., Babin, B.J. & Anderson, R.E. (2015) *Multivariate Data Analysis* (7th ed.) New Delhi: Pearson
- Haskins, M. E, & Clawson J. E., (2006). Making it Sticky. How to Facilitate the Transfer of Executive Education Experiences Back to the Workplace. *Journal of Management Development*, 25(9), 850-869.
- Hennig-Thurau, T. and Hansen, U. (2000). *Relationship Marketing – Some Reflections on the State-of-the-Art of the Relational Concept*. New York: Springer
- HR-Guide (2015, March 1). Needs Analysis: How to determine training needs. Retrieved from <http://www.hr-guide.com/data/G510.htm>
- Huang, S.T., & Yoshida, S. (2013). Analysis of Key Factors for Formation of Strategic Alliances in Liner Shipping Company: Service Quality Perspective on Asia/Europe Route after Global Economic Crisis. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering*, 7(6), 1414-1418.
- Ihiga, S. (2007). *A Survey of Non-Tariff Barriers that Affect Kenyan Imports and Exports Within EAC And COMESA Countries*. Nairobi, Kenya: Trade and Investment Consortium.
- International Trade Centre (2012). *Public-Private Collaboration for Export - Success Case Studies from Barbados, Ghana, India, Thailand and Malaysia*. Geneva, Switzerland: International Trade Center
- Ion, A., Beyard, K. & Sedaca, S. (2014) *Trends in Public-Private Partnerships (PPPs) and Inclusive Business Models (IBMs) for Improving Food Security*

- and Rural Development through Agriculture*. Australia: Report by Carana Corporation for the Food Systems Innovation initiative.
- Ireland, R. D., Covin, J.G., & Kuratko, D.F. (2009). Conceptualizing Corporate Entrepreneurship Strategy. *Entrepreneurship, Theory & Practice*, 33(1), 19-46.
- Ireland, R., Cantens, T., & Yasui, T. (2011). *An Overview of Performance Measurement in Customs Administrations*. (WCO Research Paper No. 13). Brussels, Belgium: World Customs Organization.
- Išoraitė, M. (2009). Importance of Strategic Alliances in Company's Activity. *Intellectual Economics*, 1(5), 39–46.
- Ittonen, K. (2010). *A Theoretical Examination of the Role of Auditing and the Relevance of Audit Reports*. (University of Vaasa, Teaching Aid Series 61). Vaasa: Finland
- Jeannard, S. (2010, February). Focusing Customs on Client Service. *WCO News* (61), pp. 24.
- JEPS (Journal of European Psychology Students) (2019, May 30). Writing a Systematic Literature Review. [Blog post]. Retrieved from <https://blog.efpsa.org/2018/01/03/writing-a-systematic-literature-review/>
- John, G. & Johnson, P. (2002). *Research methods for managers* (3rd ed.). London, United Kingdom: Sage Publications
- Jones, H. & Farquhar, J.D. (2007). Putting it Right: Service Failure and Customer Loyalty in UK Banks, *International Journal of Bank Marketing*, 25(3), 161-172
- Kairu, M.M. (2013). *The effect of strategic responses on Kenya Revenue Authority Operational Performance*. (MBA Project) Kenyatta University, Nairobi.

- Kaplan, R. S., and David P. Norton. (2006). *Alignment: Using the Balanced Scorecard to Create Corporate Synergies*. Boston: Harvard Business School Press.
- Kaplan, R. S., Norton, D. P., & Rugelsjoen, B. (2010, January). Managing alliances with the balanced scorecard. *Harvard Business Review*, 88(1/2), 114–121
- Ken, B. (2004). *Business Statistics for Contemporary Decision Making* (4th ed.) New Delhi: John Wiley & Sons Inc.
- Kenya Institute of Management. (2009). *Fundamentals of Management Research Methods*. (1st ed.). Nairobi: Macmillan Kenya.
- Kenya Revenue Authority. (2008) Authorized Economic Operator (AEO) [Press Release]. Retrieved from www.revenue.go.ke/notices/AEOPress_Release.html
- Kenya Revenue Authority. (2012) *Kenya Revenue Authority Corporate Plan 2012/13 - 2014/15* (5th ed.). Nairobi, Kenya: Kenya Revenue Authority
- Kenya Revenue Authority. (2014a) *Customs Agent Licensing Procedure*. Nairobi, Kenya: Kenya Revenue Authority
- Kenya Revenue Authority. (2014b) *KRA Overall Risk Management Policy and Framework*. Nairobi, Kenya: Kenya Revenue Authority
- Kenya Revenue Authority. (2015a) *Licensed Customs Agents for the Year 2014*. Nairobi, Kenya: Kenya Revenue Authority
- Kenya Revenue Authority. (2015b, March 20) The KRA M-Service. Retrieved from <http://www.kra.go.ke/index.php/m-service>
- Kenya Revenue Authority. (2015c, June 20) Extension of Notice on Restriction of Payment of Taxes Through the Kenya Revenue Authority's (KRA) Appointed Agent Banks Only. Retrieved from <https://www.kra.go.ke/index.php/notices/kra-news>

- Kenya Revenue Authority. (2015d) *Kenya Revenue Authority Corporate Plan 2015/16 - 2018/19* (6th ed.). Nairobi, Kenya: Kenya Revenue Authority
- Kenya Trade Network Agency. (2015, March 20). About Kentrade. Retrieved from <http://www.kentrade.go.ke>
- Khan, S.A. & U-Din, A. (2014). The Strategic Alliance of Marketing Competitors and its Impact on Customer Satisfaction. *International Journal of Management and Commerce Innovations*, 1(1), 1-5.
- Kihara, G. (2011, November 22). Agents snub KRA initiative to speed up goods clearance. *Business daily, Daily Nation*. Retrieved from <http://nation.co.ke/>
- Klaus, H. & Oscar, K. (2008). *Design and Analysis Experiments* (2nd ed.). New York: John Wiley and Sons Inc.
- Kombo, D.K. & Tromp, D.L.A. (2009). *Proposal and Thesis Writing: An Introduction*. Nairobi: Paulines Publications Africa
- Kothari, C. (2004). *Research Methodology: Methods & Techniques*, (2nd ed.). New Delhi: New Age International.
- KPMG (2014). *Banking Industry Customer Satisfaction Survey*. Lagos, Nigeria: KPMG Professional Services.
- Lars Meyer-Waarden. (2008). The Influence of Loyalty Programme Membership on Customer Purchase Behaviour. *European Journal of Marketing*. 42(1/2), 87-114.
- Lesser, E. & Prusak, L. (eds) (2004). *Creating Value with Knowledge: Insights from the IBM Institute for Business Value*. New York. NY: Oxford University Press
- Malakouti, S. K., Fatollahi, P., Mirabzadeh, A., Salavati, M. & Zandi, T. (2006). Reliability, validity and factor structure of the GDS-15 in Iranian elderly. *International Journal of Geriatric Psychiatry*, 21(6), 588-593.

- Markos, S., & Sridevi, M. S., (2010). Employee engagement: The Key to Improving Performance. *International Journal of Business and Management*, 5(12), 89-96.
- Mayer, D.; Warner, D. M.; Siedel, G. J.; Lieberman, J. K. & Martina, A. R. (2012). *Advanced Business Law and the Legal Environment*. New York: Flat World Knowledge.
- McAlexander, J., Schouten, J., & Koenig, H. (2002). Building Brand Community. *The Journal of Marketing*, 66(1), 38-54.
- McClelland, D.C. (2007). Identifying Competencies with Behavioral Event Interviews. *Psychological Science*, 9 (5), 331-340.
- McLennan, A. & Troutbeck, R. (2002). *Building Strategic Partnerships*. Retrieved from <http://www.alliancenetWORK.com.au/pdfs/>.
- McNurlin, B., Sprague, R., & Bui, T. (2009) *Information Systems Management* (8th ed.) New Jersey: Prentice Hall (Pearson International Edition)
- Mikuriya, K. (2012). *The Global Enabling Trade Report 2012: Expansion of Customs- Business Partnerships in the 21st Century*. Geneva: World Economic Forum
- Mimouni-Chaabane, A. & Volle, P. (2009). Perceived Benefits of Loyalty Programs: Scale Development and Implications for Relational Strategies. *Journal of Business Research*, 63(1), 32-37.
- Mistry, S.H. (2013) Measuring Customer Satisfaction in Banking Sector: With Special Reference to Banks of Surat City. *Asia Pacific Journal of Marketing & Management Review*, 2(7), 132-140.
- Mouri, N. (2005). *A Consumer-Based Assessment of Alliance Performance: An Examination of Consumer Value, Satisfaction and Post-Purchase Behavior*. (Doctoral Dissertation) University of Central Florida, Orlando, Florida

- Mugenda, O. M. & Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Arts Press.
- Mugenda, A. G. (2008). *Social Science Research: Theory and Principles*. Nairobi: Arts Press.
- Mule, P.M. (2008). *Evaluation of public relation techniques applied in Kenya, a case study of KRA*. (MBA Project) University of Nairobi, Nairobi.
- Mutema, T.T. (2013), *Customer Service as a Competitive Strategy for Enhancing Performance in the Customs Services Department, Kenya Revenue Authority*. (MBA Project) University of Nairobi, Nairobi.
- Muthama, J. (2013), *The Effects of Revenue System Modernization on Revenue Collection at Kenya Revenue Authority*. (Masters Project) University of Nairobi, Nairobi.
- Muthoka, M. & Oduor, P. (2014). Effects of Strategic Alliances on Organizational Performance: Supermarkets and Their Alliances in Kenya. *European Journal of Business and Management*, 6(34), 75-89.
- Nag, R., Hambrick, D. C., & Chen, M. J. (2007). What is Strategic Management, Really? Inductive Derivation of a Consensus Definition of the Field. *Strategic Management Journal*, 28(9), 935–955.
- National Treasury, Kenya (2015). *KRA Collected Kshs 1.001 Trillion Revenue in 2014-2015 Financial Year*. Retrieved from <http://www.treasury.go.ke/news-updates/Newing>, H. (2011). *Conducting Research in Conservation: Social Science Methods and Practice*. New York: Routledge
- Ng, Y. C., & Siu, Y.M. (2004). Training and Enterprise Performance in Transition: Evidence from China. *International Journal of Human Resource Management*, 15 (4-5), 878-894.
- Ngigi, G. (2015, Oct 30). KRA reports Sh28bn first quarter revenue shortfall. *Business Daily Africa*. Retrieved from <http://www.businessdailyafrica.com>

- Noe, R.A. (2010), *Employee Training and Development* (5th ed.). New York: McGraw Hill
- Ogut, M. & Samuel, C.M. (2012). Strategies Adopted By Multinational Corporations to Cope With Competition in Kenya. *DBA Africa Management Review*, 2(3), 69-82.
- Okoth, J. (2014, June, 11). Traders wait for online clearance system to go live. *Standard Digital*. Retrieved from <http://www.standardmedia.co.ke>
- Omole, M.A.L. (2004). Training and Re-training: A Variable of Technological Development. *Journal of Industrial Education*, 14(2), 76-85
- Parvatiyar, A. & Sheth, J. (2001). Customer Relationship Management: Emerging Practice, Process, and Discipline. *Journal of Economic and Social Research*, 3(2), 1-34.
- Pasterk, M. (2015, October 1). Education & Training for Research Infrastructures - Strategy and Implementation Retrieved from http://ritrain.eu/documents/210628/222300/Pasterk_EuT+Strategy+and+Implementation_ESBB2015.pdf/5b2b3e02-581b-415a-9c13-7f7c68155120
- Pearce, J. A., and Robinson, Jr. R. B. (2009). *Strategic Management - Formulation, Implementation and Control* (11th ed.) Chicago, IL: McGraw-Hill Irwin.
- Peppers, D. & Rogers, M. (2004) *Managing Customer Relationships: A Strategic Framework*. New Jersey: John Wiley & Sons Inc.
- Picincu, A. (2018, October 26). *What Is the Meaning of a Strategic Partner?* . Retrieved from <https://bizfluent.com/about-6511465-meaning-strategic-partner-.html>
- Polit, D. F. & Beck, C.T. (2003). *In Nursing Research: Principles and Methods*. (7th Edition) (413-444). Philadelphia: Lippincott Williams & Wilkins.

- Polner, M. (2011). *Compendium of Authorized Economic Operator Programmes: 2011 Edition*. (WCO Research Paper No.14). Brussels, Belgium: World Customs Organization.
- Porter, M. (1980) *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press.
- Powell, T. (1995). Total Quality Management as Competitive Advantage: A Review and Empirical Study. *Strategic Management Journal*, 16(1), 15-37.
- PricewaterhouseCoopers (2009). *Strategic Partnerships: The Real Deal?* Retrieved from http://www.pwc.co.uk/en_UK/uk/assets/pdf/strategic-partnerships-the-real-deal.pdf
- Reuters (2019, May 10). '75 KRA tax officials arrested on suspicion of corruption'. *Citizen Digital*. Retrieved from <https://citizentv.co.ke/news/75-kra-tax-officials-arrested-on-suspicion-of-corruption-244954/>
- Rothaermel, F. (2015). *Strategic Management* (2nd ed.) New York: McGraw-Hill Irwin.
- Qadeer, S. (2013). *Service Quality & Customer Satisfaction: A case study in Banking Sector*. (MBA Project) University of Gävle, Gävle.
- Ray, N., & Chakraborty, K. (2014). *Handbook of Research on Strategic Business Infrastructure Development and Contemporary Issues in Finance*. Pennsylvania, Hershey: IGI Global.
- Rees, D.G. (2001) *Essential statistics* (4th ed.). London: Chapman and Hall.
- Revised Arusha Declaration* (Declaration of the Customs Co-operation Council Concerning Good Governance and Integrity in Customs), June, 2003, World Customs Organization

- Revised Kyoto Convention* (International Convention on the Simplification and Harmonization of Customs Procedures), June, 1999, World Customs Organization (entered into force 3 February 2006).
- Salant, P., & Dillman, D. A. (1994). *How to Conduct Your Own Survey*. New York: John Wiley and Sons.
- Särndal, C., Swensson, B., & Wretman, J. (2003). *Model Assisted Survey Sampling*. Southport, United Kingdom: Springer-Verlag.
- Saunders, M.N.K., Lewis, P. & Thornhill, A. (2015). *Research Methods for Business Students*. (7th ed.). United Kingdom: Prentice Hall
- Sekaran, U. & Bougie, R. (2011). *Research Methods for Business : A Skill Building Approach*. (5th ed.). New Delhi: Aggarwal Printing Press.
- Sheffi, Y. (2001). Supply Chain Management Under the Threat of International Terrorism. *International Journal of Logistics Management*. 12(2), 1-11.
- Smith, T.R. (2011) *Agency Theory and Its Consequences; A study of the unintended effect of Agency Theory on Risk and Morality*. (Masters Thesis) Copenhagen Business School, Copenhagen.
- Smyth, R. (2004). Exploring the Usefulness of a Conceptual Framework as a Research Tool: A Researcher's Reflections. *Issues in Educational Research*, 14(2), 167-180.
- Standard Chartered Bank. (2015) *Standard Chartered Bank launches 24-hour Customs duty payment service* [Press Release]. Retrieved from <https://www.sc.com/global/av/ke-news-media-150513.pdf>
- Stout, D. & Beaucaire, J. (2005, May). Strategic Alliances and Partnership: A way to gain access to new markets and opportunities. *EntrepreNews Newsletter*. Retrieved from [http://www.nelligan.ca/e/pdf/Strategic Alliances.pdf](http://www.nelligan.ca/e/pdf/Strategic%20Alliances.pdf)

- Thang, L., & Quang, T. (2005). Antecedents and Consequences of Dimensions of Human Resource Management Practices in Vietnam. *International Journal of Human Resource Management*, 16(10), 1830-1846.
- Thompson J, & Martin F (2010). *Strategic Management; Awareness and Change*. New York: South-Western Cengage Learning.
- Transparency International. (2009). *Corruption Perceptions Index 2009*. Geneva, Switzerland: Transparency International.
- Triplett, J. (2013, March 9). Partner or Strategic Alliance? Business Success Center. Retrieved from <http://ownersview.com/partner-vs-strategic-alliance-strategy/>
- Uncles, M., Dowling, G. & Hammond, K. (2003). Customer Loyalty and Customer Loyalty Programs. *Journal of Consumer Marketing*, 20(4), 294-316.
- United Nations Economic Commission for Europe (2012). *Trade Facilitation implementation guide*. Geneva, Switzerland: United Nations Economic Commission for Europe
- United States Customs and Border Protection (2004). *Securing the Global Supply Chain Customs-Trade Partnership Against Terrorism (C-TPAT) Strategic Plan*. Washington, DC: US Customs & Border Protection.
- Vargo, S.L. & Lusch, R.F. (2004). Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*, 68(1), 1-17.
- Wambalaba, F., Wambalaba, A., & Sikalieh, D. (2012) *Public-Private Alliances: A Documentary Case Study of Strategies for Urban Restoration* (ICBE-RF 03/12), Dakar, Senegal: Investment Climate and Business Environment Research Fund.
- Warui, P.M. (2014), *Challenges of Strategic Alliances in Kenya Commercial Bank Group Limited*. (MBA Project) University of Nairobi, Nairobi.
- Wearing, R. (2005). *Cases in Corporate Governance*. London: Sage Publications.

- Werthner, H. & Klein, S. (2005). ICT-enabled Innovation in Travel and Tourism. In *Innovation and Product Development in Tourism* (71-84). Berlin: Erich Schmidt Verlag.
- Williams, D.J. (2008). *An Analysis of the Factors Affecting Training Transfer Within the Work Environment*. (Masters Thesis) Department of The Air Force Air University, Ohio.
- Winer, R.S. (2001). A Framework for Customer Relationship Management. *California Management Review*, 43(4), 89-105.
- World Customs Organization. (2008). *Customs in the 21st Century: enhancing growth and development through trade facilitation and border security*. Brussels, Belgium: World Customs Organization.
- World Customs Organization. (2010a). Mozambique Maximizes Revenue Collection and Enhances Trade Facilitation Through an Innovative Public-Private Cooperation Initiative. *WCO News* (61), pp. 28.
- World Customs Organization. (2010b). Customs and Business: Partners in Fighting Illegal Movements of Hazardous Waste. *WCO News* (61). pp. 23.
- World Customs Organization. (2010c). *Kyoto Convention General Annex Guidelines*. Brussels, Belgium: World Customs Organization.
- World Customs Organization (2012, February). WCO Data Model connects trade stakeholders. *WCO News* (67), pp. 44.
- World Customs Organization. (2015a). *Customs-Business Partnership Guide*. Brussels, Belgium: World Customs Organization.
- World Customs Organization. (2015b) *Introduction to the Implementation Guidance for the WTO Trade Facilitation Agreement*. Brussels, Belgium: World Customs Organization.

- World Customs Organization. (2015c). *WCO SAFE Framework of Standards*. Brussels, Belgium: World Customs Organization.
- Yang, L. (2008). *Making Strategy Work: A Literature Review on the Factors Influencing Strategy Implementation*. ICA Working Paper 2/2008. Lugano, Switzerland: Institute of Corporate Communication
- Zhang, S., & Preece, R. (2011). Designing and Implementing Customs-Business Partnerships: a Possible Framework for Collaborative Governance. *World Customs Journal*, 5(1), 43-62
- Zikmund, W.G. (2010) *Business Research Methods* (8th ed.) Mason, OH : South-Western Cengage Learning
- Zwick, T. (2006). The Impact of Training Intensity on Establishments Productivity. *Labour Economics*, 11(6), 715-740.

APPENDICES

Appendix I: Letter of Introduction from University



JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY
OFFICE OF THE DIRECTOR - MOMBASA CAMPUS P.O Box 81310 – 80100, Mombasa. Tel:
+254 735 628 272, 041 2315434 E-mail: director-mombasa@jkuat.ac.ke

REF. JKU/MSA/ACA/07/05

29/05/2017

TO WHOM IT MAY CONCERN

SUBJECT: SHIVANI HARENDRA PATEL REG.NO.HD433-C005-3579/2013

RE: COLLECTION OF DATA

The above named is a Doctor of Philosophy in Business Administration (Strategic Management Option) student in this campus. she is currently carrying out research on the topic: **Effect of strategic customs-business paternerships on the service satisfaction of customs agents in Kenya.**

Kindly allow her into your organization to collect relevant data that we believe will go a long way in helping her to meet the objectives of her study.

Yours faithfully,

Dr. Fridah Simba
DIRECTOR.



Appendix II: Questionnaire

This questionnaire has statements assessing the effect of Customs-Business Partnerships on the Service Satisfaction of Customs agents in Kenya. Kindly take few minutes to complete the questionnaire as guided. Your responses will be handled confidentially and ethically.

Thank you for agreeing to participate in this academic study.

SECTION A: GENERAL /DEMOGRAPHIC DATA

Kindly indicate your gender

Male ☐

Female ☐

Please indicate the highest level of education you have ever attained

a) Secondary level ☐

b) College level ☐

c) University level ☐

d) Post graduate level ☐

3. How many years have your worked as a Customs Agent

a) Less than 2 years ☐

b) 3 to 5 years ☐

c) Over 5 years ☐

4. What is your level in the Customs Agent business you work for.

a) Top Management ☐

b) Middle Management ☐

c) Supervisory ☐

d) Other (State).....

5. How big is the business of the Customs Agent you work for in terms of size.

a) Multinational

b) Regional (EAC)

c) Kenya

d) Other (State).....

Section B: Strategic Information Communication Technology (ICT)

Partnerships and Service Satisfaction of Custom Agents

This section aims at determining whether strategic ICT partnerships have influence on the service satisfaction of Customs Agents in Kenya. Indicate your agreement or otherwise with the following statements using the following likert scale.

N o	Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
		1	2	3	4	5
1	Collaboration with KRA has improved on your organization risk management.					
2	KRA has invested in a management information system which has enabled information dissemination to Customs Agents.					
3	KRA systems have enabled improved management of queries from Customs agents					
4	Customs technical equipment have improved the performance of Customs Agents					
5	Customs software systems have improved the performance of Customs Agents					
6	Changes in the KRA ICT systems are done in a collaborative manner in order to address client needs					
7	Customs-Business ICT partnerships have led to accuracy in information relayed to KRA					
8	Customs ICT systems are easy to interface with Customs Agent systems					

Section C: Strategic Training Partnerships and Service Satisfaction of Custom Agents

This section aims at determining whether strategic Customs-Business training partnerships have an influence on the service satisfaction of Customs Agents in Kenya. Please indicate your agreement or otherwise with the following statements using the following likert scale.

N o	Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
		1	2	3	4	5
1	Customs Agents are regularly inducted into new processes of Customs and Border Control Department at KRA					
2	Training programmes meant to serve Customs Agents are developed jointly with KRA in order to maximize learning outcomes					
3	Customs Agents attend the same training as KRA employees in order to create harmony Customs operations between KRA and Agents					
4	Training programs are developed with the needs of Customs Agents in mind					
5	Training programs have improved the relationship between KRA employees and Customs agents					
6	There is adequate after-training support by KRA after trainings					
7	Training has improved my knowledge about Customs procedures, which has helped me adjust comfortably to the work environment.					
8	Joint trainings with Customs have improved my perception towards KRA Customs operations					

Section D: Strategic Banking Partnerships and Service Satisfaction of Customs Agents

This section aims at determining whether strategic banking partnerships have influence on the service satisfaction of Customs Agents in Kenya. Please indicate your agreement or otherwise with the following statements using the following likert scale.

N o	Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
		1	2	3	4	5
1	There is a variety of banking products offered to Customs Agents to suit varied needs					
2	Strategic banking partnership enables the agents to be able to process payments faster					
3	Banking partnership has improved the KRA turnaround time on payments processing					
4	The existence of many banking partnerships has made Customs agents offer better customer services to their clients					
5	Banking products offered by Customs in collaboration with banks have improved Customs Agents' performance					
6	Banking partnerships have made banks to have special KRA payments counters and this leads to better and faster service to Customs agents					
7	There is improved information flow on Customs payment services between banks and Customs Agents					
8	The methods of making payments to Customs are cost effective for Customs Agents					

**Section E: Strategic Customer Relationship Management (CRM) Partnerships
and the Service Satisfaction of Customs Agents**

This section aims at determining whether strategic CRM partnerships have influence on the service satisfaction of Customs Agents in Kenya. Please indicate your agreement or otherwise with the following statements using the following likert scale.

No	Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
		1	2	3	4	5
1	There is a variety of loyalty programs offered to Customs Agents to suit varied needs of Agents					
2	Customs adequately rewards Customs Agents that comply with the Customs laws and procedures					
3	There is increased loyalty of Customs Agents to Customs due to Customer Relationship Management by Customs					
4	Customs relationships at individual level with Customs Agents business have improved					
5	Customs services are provided with the needs of Customs Agents in mind					
6	Customs agents are adequately engaged in designing of Customs processes					
7	The cost of services offered by Customs is satisfactory					
8	The quality of services offered by Customs is satisfactory					

Section F: Service Satisfaction of Customs Agents

This section aims at determining the respondents view on the service satisfaction of Customs agents in Kenya due to Customs-Business partnerships. Please indicate your agreement or otherwise with the following statements using the following likert scale.

N o	Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
		1	2	3	4	5
1	Customs-Business partnerships have led to improved Customs clearance procedures					
2	Customs-Business partnerships have led to increased consultation of Customs Agents in Customs policy making					
3	Customs-Business partnerships have led to increased trade facilitation by Customs					
4	Customs-Business partnerships have improved the Customs agents performance in terms of their service to clients					
5	Customs-Business partnerships have improved the way Customs agents perceive KRA					
6	Customs-Business partnerships have helped in increasing the performance of Custom Agents					
7	Customs-Business partnerships have enhanced voluntary compliance among Customs Agents					
8	Customs-Business partnerships have led to increased supply chain security for Customs Agents					

Thank you for agreeing to participate in this study and contributing!

Appendix III: List of Customs Agent Firms Registered with KIFWA for the period 2014/2015

No.	Customs Agent Name
1	Jambo Traders Ltd
2	Steja General Agencies Co. Ltd.
3	Vishammah Enterprises Ltd
4	Bamburi Shipchandlers (K) Ltd
5	Mustafa Freight Forwarders Ltd
6	Zukhruf (K) Ltd
7	Ask Cargo Ltd
8	Shooters Cargo Agencies Ltd
9	World Trade Freight Logistics
10	Nibal Freighters Ltd
11	Eri Kenya Ltd
12	Interspeed Logistics Ltd
13	Ripe Freight Services
14	Deepmark Cargo Ltd
15	Cornerstone Limited
16	Super Quick Freighters Ltd
17	Sinza Freight And Logistics
18	J. B. Maina & Co. Ltd.
19	Salmir Clearing & Forwarding Co. Ltd
20	Kiamba Clearing & Forwarding Ltd
21	Global Freight Logistics Ltd
22	Freight Forwarders (K) Ltd
23	Philsam Agencies Ltd
24	Gold Fields Logistics Ltd
25	Charities Logistics Ltd
26	International Commercial Co. (K) Ltd
27	Transnet Freight International Ltd
28	Giftline Freight Services
29	Farihma Trading Co. Ltd.
30	Golden Freight Services
31	Greenbelt Logistics Ltd
32	Rapid Kate Services Ltd
33	Kitaka Enterprises Ltd
34	K. B. Freighters Ltd
35	Mtapanga Agencies Ltd

36	Transfreight Logistics Ltd
37	Al-Mustaqim Trading Co. (K) Ltd
38	Uniglobe Logistics
39	Dotcom Consultants Company
40	Midstar Forwarders Co. Ltd
41	Gemini Trading Co. Ltd.
42	Heros Company Ltd
43	Call Fast Services Ltd
44	Vision Enterprises Ltd
45	Provincial Clearing & Forwarding Ltd
46	Portlink Holdings Ltd
47	Zam Zam Clearing & Forwarding Co. Ltd
48	Sealine Logistics Ltd
49	Vinep Forwarders Ltd
50	Unamak Company Ltd
51	Beacon Movers Kenya Ltd
52	Excellent Logistics Ltd
53	Bluestar Cargo Ltd
54	Union Logistics Ltd
55	Fox International Logistics Ltd
56	Macsim Cargo Services Ltd
57	Replan Cargo Holdings Services
58	Kenfreight East Africa Ltd
59	Delmonte Kenya Ltd
60	Allcargo Global Logistics Ltd
61	Okamoto Freight Services
62	Bluerange Logistics Ltd
63	Ongoing Cargo Services Ltd
64	Filmline Limited
65	Aeromarine Cargo Services Ltd
66	Cargoworx Kenya Ltd
67	Kesa Logistics Ltd
68	World Rhine Forwarder Slt
69	Indus Logistics Ltd
70	Mohabab Enterprises
71	United Clearing Co. Ltd.
72	Duplex Forwarders Ltd

73	Transonic Logistics Ltd
74	Portlink Logistics Ltd
75	Continental Freighters Ltd
76	Pantel Chemicals Ltd
77	Saharry Limited
78	General Cargo Services Ltd
79	Rapat Freight (K) Ltd
80	Freightnet Logistics Ltd
81	Feels Time Company Ltd
82	Pillar Freight Ltd
83	Mig Forwarders Ltd
84	Homeland Freight Ltd
85	Steel Structures Ltd
86	Lightways International (K) Ltd
87	Stefra Consultancy Agencies
88	Maple Freight Services
89	Pinnaco Logistics Ltd
90	Crown Industries Ltd
91	Premier Flour Mills Ltd
92	Convex Commercial Logistics Ltd
93	Davcharl Logistics Ltd
94	Benafrika Kenya Ltd
95	S. K. Amin Ltd
96	Gladin Logistics (K) Ltd
97	Suna Freighters
98	Renaissance Ltd
99	Treasure Cargo Services Ltd
100	Chershire Freight Ltd
101	Speranza International Ltd
102	Verom C & F Co. Ltd
103	Vasterguard Trading Co. Ltd.
104	Afriq Freight Services Ltd
105	Year 2000 Freighters Ltd
106	Makama Advanced Logistics Ltd
107	Bluestar International Ltd
108	Skylift Cargo Ltd
109	Morning Glory Freight
110	Las Airfreight Ltd
111	Airmarine Conveyors Ltd
112	Ocean Counties Ltd
113	Soneva Enterprises
114	F. Y. Simba Shipping Agents

115	Synergy Freight And Logistics Ltd
116	Global Business Commanders Ltd
117	Paweed Express Cargo
118	Meteor Freight Forwarders Co. Ltd.
119	Exxem Express Cargo Ltd
120	Midwave Freighters Ltd
121	East Global Logistics (K) Ltd
122	Bluehill Investment Ltd
123	Brookevale Investments Ltd
124	Hasmad Cargo Ltd
125	Airband Cargo Forwarders Ltd
126	Mantrack Agencies
127	Air Connections Ltd
128	Ikongo Farms Ltd
129	Agility Logistics Ltd
130	Evolve Holdings Ltd
131	Abaadila Enterprises Ltd
132	Pentagon Freight Forwarders Ltd
133	Principal Forwarders Ltd
134	Emica Logistic Ltd
135	Kandito International Co. (K) Ltd.
136	Fra-Alex Top Freighters
137	Wesworld Freight & Logistics Solutions Co. Ltd.
138	Mesohlink Limited
139	Kenya Airforce
140	Lynx Logistics Ltd
141	Kenafric Industries Ltd
142	Freight Reach Services Ltd
143	Hi Speed Freight Services Ltd
144	Kensco Business Solutions Ltd
145	Uchale Logistics Ltd
146	Livercot Imprex Ltd
147	Bonfide Clearing & Forwarding Co. Ltd.
148	Lino Stationers (K) Ltd
149	Spedag Interfreight Kenya Ltd.
150	Corrugated Sheets Ltd
151	Logistics Link Ltd
152	Sasi International Freight Logistics Ltd.
153	Ruatech Global Logistics Ltd

154	Tellam Freight Forwarders Ltd
155	Kuehne + Nagel Ltd
156	Sedo Logistics Ltd
157	Helix Logistics Ltd
158	Cargo Conveyors Ltd
159	Ports Freight Services
160	Bollore Africa Logistics (K) Ltd
161	Kimakimwe Limited
162	Filken Transit Forwarders
163	Teos Company Limited
164	Alujo Enterprises Co. Ltd
165	Del Ray Cargo Services Ltd
166	Wigglesworth Exporters Ltd
167	Mast Investment Co. Ltd.
168	Denali Logistics Ltd
169	Fantashi Freighters & Logistics Ltd
170	Ports Conveyors
171	Excess Luggage Limited
172	Ports Logistics Ltd
173	Land Bridge Freighters
174	Kimu Freight Agencies Ltd
175	Airwagon Cargo Movers Ltd
176	Daveline Network Co. Ltd.
177	Thams Express Ltd
178	Superior Cargo Conveyors Ltd
179	Waki Clearing & Forwarding Agents Ltd
180	James Finlay Mombasa
181	Precise Logistics Ltd
182	Jasho Agencies Ltd
183	Unimar Logistics Ltd
184	Seaway Maritime Ltd
185	Danpa Logistics Ltd
186	M. J. Clarke Ltd
187	Kentan Connections Ltd
188	Pamol Connections Services Ltd
189	Damco Logistics (K) Ltd.
190	Wansar Kenya Ltd
191	Speedex Logistics
192	Tribertoo Kenya Ltd
193	Tandem Freight Services Ltd
194	Digital Cargo Forwarders

195	Mark Riech (E) Ltd
196	Al Aqmar Forwarders Ltd
197	P. N. Mashru Limited
198	Horizon Express Co. Ltd.
199	Centrino Cargo Ltd
200	Rianab Logistics Ltd
201	Tradepulse Kenya Limited
202	Seabase Solutions Ltd
203	Najmi Clearing & Forwarding Ltd
204	Doric Enterprises Ltd
205	Carmel Mount Freight Logistics
206	Freight Wings Ltd
207	Eculine Kenya Limited
208	Sealine Forwarders Ltd
209	Kind Logistics Ltd
210	Multi Cargo Freighters
211	Jordan Freighters Ltd
212	Oceansky Clearing Agents Ltd
213	Spear Logistics (K) Ltd
214	Hashi Energy Limited
215	Realtime Cargo Limited
216	Solson Clearing Company
217	Supersonic Clearing & Forwarding Services Ltd.
218	Ags Worldwide Movers Ltd
219	Polo Auto Freight Forwarders Ltd.
220	Impex Freight Limited
221	Petrut Freight Forwarders Ltd
222	County Clearance And Forwarding Ltd.
223	Aeropath Kenya Limited
224	Highlands Forwarders Ltd.
225	Flowerport Logistics Ltd.
226	Union Clearing & Forwarding Ltd
227	Tallient Logistics Ltd
228	Hima Freight Forwarders Ltd
229	Regal Freighters Ltd
230	Tiba Freiggt Forwarders Ltd
231	Maya Freight Limited
232	World Class Freight Logistics Ltd
233	Hambu Freight Services Ltd
234	Charleston Freight Limited
235	Davkit Enterprises Limited

236	Realtime Freight Performance
237	Jamka Agencies Ltd
238	Thor Services Limited
239	Transport & Lifting Services Ltd
240	Belize Freight & Cargo Services Ltd
241	Quick Cargo Services Ltd
242	Becozi Investments
243	Kelvin And Hannington International Ltd
244	Iceberg Movers Enterprises
245	Burhani Express Logistics Ltd
246	Aan Clearing And Forwarding Ltd
247	Airflo Limited
248	Oserian Development Co. Ltd.
249	Diverse Cargo Marine & Air Services
250	Mango Vission Freighters Ltd
251	Midlands Freight Limited
252	Priority Air Express Ltd
253	Safreight Limited
254	Drenai Enterprises Ltd
255	Ruken Freight Limited
256	Freva Logistics Services
257	Davis & Shirliff Limited
258	Acceler Global Logistics Ltd
259	Candid Freighters Limited
260	Kenya General Industries Ltd
261	Tastic Enterprises
262	Department Of Defence
263	Cargocare International Ltd
264	Blue Lime Limited
265	Fast Lane Freight Forwarders Ltd
266	Sky Line Global Services Ltd
267	Access Africa Logistics
268	Cargo World Conveyors Ltd
269	Makiwan Logistics Ltd
270	Southern Shipping Services Ltd
271	Burale Clearing & Forwarding Ltd
272	Zeft Freighters
273	Mwando Logistics
274	Cargo Nest Kenya Ltd
275	Galaxy Logistics Limited

276	International Committee Of Red Cross
277	Giraffe Forwarders Limited
278	Intraspeed Arcpro (K) Ltd.
279	Kenuga Enterprises
280	Bahari (T) Co. Ltd.
281	Export Trading Co. Ltd.
282	Umoja Rubber Products Ltd
283	Bolt Speed Cargo Forwarders Ltd
284	Car And General Kenya Ltd
285	Onward Cargo Systems Co. Ltd.
286	Inland Africa Logistics Ltd
287	Samsy International
288	Delta Cargo Connections Twenty Eleven
289	Jowaka Super Links Ltd
290	Panel Freighters Ltd
291	Sprint Freight And Logistics Ltd
292	Damint Forwarders Limited
293	Lycheewood Limited
294	Mfanco Agencies Limited
295	Smart Traders Limited
296	Topline Logistics Ltd
297	Simcon Freight Limited
298	Consolidated (Msa) Limited
299	Seabridge Forwarders Limited
300	Tradewinds Logistics Limited
301	Hillcons Enterprises Company
302	Swift Global Logistics Ltd
303	Bahari Forwarders Limited
304	Key Note Logistics Limited
305	Seacross Freighters E. A. Ltd.
306	New Line Cargo Freighters Ltd
307	Red Anchor Freight Forwarders Ltd
308	Kenrevy Cargo Logistics Ltd
309	Everlast Enterprises Limited
310	Conventional Cargo Conveyors Ltd
311	Transcare Services Limited
312	Jopuka Logistics Limited
313	Abbas Traders Limited
314	Link Afrique (K) Ltd.

315	Sea Lord Agencies
316	Easthal Logistics Limited
317	Swiftlink Freight Services Ltd
318	Transoceanic Projects & Development (K) Ltd
319	Trade Haus And Global Logistic Ltd
320	Muranga Forwarders Limited
321	Schenker Limited
322	Beekay Logistics Limited
323	Bima Clearing And Forwarding
324	Vibgyor Freight Services Ltd
325	Sharaf Logistics Limited
326	Multiple Solutions Limited
327	Freightwell Express Limited
328	Super First Forwarders
329	East Merchants Logistics Limited
330	Bestfast Cargo (K) Limited
331	Bilateral Semite Sap Ltd
332	Ufanisi Freighers (K) Limited
333	Wambuka Freighters Limited
334	Kampala-Juba Freighters Ltd
335	Expolanka Freight Limited
336	Ruman Logistics
337	Ocean Pacific International Line Ltd
338	Horizon Freight Forwarders Ltd
339	Jomwaki Cargo Services Ltd
340	Marine Express Logistics Ltd
341	Akamai Freight Forwarders Ltd
342	Polygon Logistics Limited
343	Bell Logistics Services
344	Samphy Logistics Services
345	General Freighters Ltd
346	Sufike Investments Limited
347	Rica Logistics Limited
348	Catesam Enterprises
349	Maritime Freight Co. Ltd.
350	Azusa Limited
351	New Wide Garments Epz (K) Ltd.
352	Cargo Front Internaitonal Ltd
353	Alis Freight Limited
354	Alfas Cross Logistics Ltd

355	Skylark Conveyors (K) Ltd.
356	Dericks Cargo Logistics Ltd
357	The Noah's Ark Enterprises
358	Jihan Freighters Limited
359	Translink Logistics Ltd
360	Zanaa Freight Limited
361	Doshi & Company Hardware Ltd
362	Sollatek Electronics 9k) Ltd
363	Silicon Freight International Co. Ltd.
364	Kenvilla Logistics Limited
365	Spring Logistics Limited
366	Good Freight Interntional Co. Ltd.
367	Leighnicks Company Limited
368	Logistics Centre Services
369	Juatech Agencies
370	Tradewinds International Cargo Ltd
371	Warton Agencies
372	Zomu Logistics Limited
373	Aircom Cargo Logistics (K) Ltd
374	Ashton Apparel Epz Ltd
375	Gamara Investments Ltd
376	Kenya Wine Agencies Ltd
377	Dume General Agencies Ltd
378	Bildad Enterprises Limited
379	Kawaison International Ltd
380	Juwells Trading Company Limited
381	Feliclearcon Company Limited
382	Away To East Africa Freight Logistics
383	Mentap Resource Freight Ltd
384	Aramex Kenya Limited
385	John Florence Maritime Services Ltd
386	Neoserve Logistics Limited
387	Linkage Conveyors Limited
388	Rufaida Enterprises
389	Freightmax Company Limited
390	Willing Freight Services
391	Amazon Freight Limited
392	Wilmon Freight Agencies
393	Carramore International Ltd

394	Westwinds Freight Services Ltd
395	Beach Lines Limited
396	Cargolog E. A. Ltd.
397	Smart Choice Services Ltd
398	Freight Power Logistics Ltd
399	Rige Limited
400	Flowerwings Express (K) Ltd
401	Mumilo Freighters Ltd
402	Garden Freight Logistics Ltd
403	Approved Logistics Limited
404	Ghomba International Agencies Ltd
405	Lily Logistics Limited
406	Mabati Rolling Mills Ltd
407	Vibrrasi Enterprises Ltd
408	Beyond Chance Freight Services Ltd
409	Water Front Enterprises Ltd
410	Pan African Syndicate
411	Best Wing Cargo Ltd
412	Edisa Holdings (K) Ltd
413	Masterpiece Courier
414	Starex Freighters Limited
415	Kankam Exporters Limited
416	Emotel Kenya Limited
417	Kenya Duty Free Complex
418	Plainlands International Freight Logistics Ltd
419	Neo Sealand Regional Freighters Ltd
420	Bluewaves Logistics Ltd
421	Unicon Logistics
422	Logwin Air And Ocean (K) Ltd
423	Grandtola Management Ltd
424	Indian Ocean Freighters (E. A.) Ltd.
425	Star Rhose Co. Ltd.
426	Removals Goods Services (K) Ltd
427	Kevian Kenya Limited
428	Capricorn Freight Forwarders Ltd
429	Total Plus Bureau Co. Ltd.
430	Kimclear Enterprises
431	Liberty Freighters Ltd
432	Luxyways Limited

433	Verodah Freighters & Logistics
434	Spart Freight Logistics Ltd
435	Admido Agencies Ltd
436	Pejon Freight Movers Ltd
437	Turning Point Freight Ltd
438	World Domain Ltd
439	Cargo Plan Movers & Forwarders Ltd
440	Time Fast Freight Forwarders Ltd
441	Pearl Logistics Limited
442	Sahara Clearing & Forwarding Ltd
443	Kate Freight & Travel Ltd
444	Mstafa Mohamed Issa Ltd
445	Camellia Car Company Limited
446	United Freight Logistics Ltd
447	Hass Petroleum (K) Ltd
448	Inter Logistics Limited
449	Palm Freighters Limited
450	Thaka Limited
451	Dhl Worldwide Express (K) Ltd.
452	Reliable Freight Services Ltd
453	Coronet Cargo Limited
454	Refco Forwarders Limited
455	Natalya Holdings Limited
456	Greenleaf Trading Co. Ltd.
457	Seacon Kenya Limited
458	Al Emir Limited
459	Fremmy Freight International Logistics Ltd
460	Linkfreight (E.A.) Ltd.
461	Bayland Freight Agencies Ltd
462	Rank Network Logistics Ltd
463	Molins Forwarders Ltd
464	Worldnet Freight Limited
465	New Way International Forwarders
466	Bule & Sons Freight Services
467	Matsingberg Clearing & Forwarding Ltd
468	Alpha Impex Logistics International Ltd
469	East Africa Logistics
470	Skytrain Limited

471	Fourseas International Ltd
472	Africair Management & Logistics Ltd
473	Moda Freight Forwarders
474	Rejeiby Clearing & Forwarding Ltd
475	Broadway Express Limited
476	Raytec Enterprises Limited
477	Freight Commandos Limited
478	Bedi Investments Limited
479	Arnop Logistics Co. Ltd.
480	Albayan Logistics Ltd
481	Kenmont Logistics Limited
482	Priority Logistics Ltc
483	Bigtimer Agencies Limited
484	Pedwin General Contractors & Renovators Ltd
485	Nas Airport Services Ltd
486	Shardi Express Limited
487	Alibhai Ramji Mombasa Ltd
488	Reliance Cargo Services
489	Freightwings Cargo Systems
490	Kipteebes Freighters Limited
491	Mascot Holdings Limited
492	Cargo World Logistics Transport Ltd
493	Ray Cargo Services Limited
494	Duty Logistics Limited
495	Constance Freight Services Limited
496	Homeline Consolidation Services Ltd
497	Jaspa Freight Limited
498	Nation Media Group Ltd
499	Mepro Trade Limited
500	Mackenzie Maritime (E.A.) Ltd.
501	Freight In Time Limited
502	Fairways Consolidators Ltd
503	Frontline Cargo Limited
504	Ezy Ventures Limited
505	Brunswick Freight Logistics
506	Chwile Investments Limited
507	Soin Cargo Handlers Limited
508	Narcol Alluminium Rolling Mills

	Ltd
509	Danjam Investments Company Limited
510	Jorgensen Logistics Ltd
511	Smoothline Freighters Ltd
512	One Link Limited
513	Global Alliance Consultancy Ltd
514	Likoni Freighters
515	Index Cargo Logistics Ltd
516	Realdream International Limited
517	Kenya Bonded Warehouse Company
518	Skywards International Freight Forwarders & Co.
519	Jires Limited
520	Sonic Fresh Company Limited
521	Anisa Agencies Kenya Limited
522	Don Clearing And Forwarding Limited
523	Utex Freight Services Limited
524	Top Leader Forwarders Limited
525	Perishable Movements (K) Ltd.
526	Pallet Logistics Limited
527	Interscope Airmaritime Logistics Ltd
528	Jasmar Logistics Agencies Ltd
529	Africa Direct Limited
530	Regional Entrepreneurs (K) Ltd.
531	Intercontinental Business Corporation
532	Excellent Service Freighters Ltd
533	Danley Logistics Limited
534	Pioneer Freight Forwarders
535	Nebula Conveyors Limited
536	Seatel Investments Limited
537	Gmk East Africa Limited
538	Zigler Express Limited
539	Menhir Limited
540	Cyberport Logistics Ltd
541	Shaqshan Freight Limited
542	Remacs Enterprises Ltd
543	Classic Adventure Centre
544	Sawa International Limited
545	Sealink Logistics (K) Limited

546	Skylux Logistics Limited
547	Maca Trading Company Ltd
548	Lape Hills Logistics Limited
549	Manaquim Cargo Co. Ltd.
550	Lambval Logistics Limited
551	Safelanding Logistics Ltd
552	Skyline Express Services
553	Pura Logistics Limited
554	Cares Clearing And Forwarding Co. Ltd.
555	Baabz Freight Forwarders Ltd
556	Bulk Trading (K) Ltd.
557	Inam Communication Services Ltd
558	Goshan International Limited
559	Jays Investment Co. Ltd.
560	Bakri International Energy Co. (K) Ltd.
561	Imperial Cargo International Ltd
562	Pjk International Logistics Ltd
563	Sivorine Kenya Limited
564	Kaaba Investments Limited
565	Mombasa Times Logistics Ltd
566	Transmax Kenya Limited
567	Villessy Agency Limited
568	Exclusive Logistics (K) Ltd.
569	Tropical Sky Cargo Ltd
570	Taag East Africa Limited
571	Davmat Company Limited
572	Malc Shipping Services Ltd
573	Gibron Limited
574	Kamacha Merchants Ltd
575	Transintern Limited
576	Tatu Limited
577	Africalink Forwarders (K) Ltd
578	Blackstone Logistics Ltd
579	Hi-Tech Impex Limited
580	Iris Solutions Ltd
581	Kafmas Enterprises Limited
582	Serenity Services Limited
583	Nicola Freight Logistics Ltd
584	Amarantha Agency Ltd
585	Jotamu Company Limited

586	Betna Freight Forwarders Ltd
587	Neighbours Logistics Solutions (Nls) Ltd
588	Transvista Freight Limited
589	Little Legends Limited
590	Sterner Logistics Limited
591	Escom Oil Limited
592	Dynasty Freight & Logistics Ltd
593	Charleton Agencies
594	Cargomasters (E.A.) Ltd.
595	Danlink Freighters Limited
596	Duse Freighters Limited
597	Expedite Logistics Limited
598	Alicia Freighters Limited
599	Demsey Limited
600	Wiseline Port Conveyors
601	Mandi Cargo Limited
602	Taxan Investments Limited
603	Libaan Limited
604	Shreeji Forwarders Limited
605	Weston Logistics Ltd
606	Morgan Air Cargo Ltd
607	Logenix International
608	Euro One Kenya
609	Manford Freighters Ltd
610	Horiken Freighters Ltd
611	Agriquip Agencies (E.A.) Ltd
612	Magot Freight Services Ltd
613	Sondeka Freight Forwarders Ltd
614	Circlelines Agency Limited
615	Kenya Tradex Co. Ltd.
616	Fine Print Solutions Ltd
617	Fynbiz Global Solutions Ltd
618	Dalsan Freighters
619	Syller Impress Co. Ltd.
620	International Foreign Trade Co. Ltd.
621	Interport Clearing Services Ltd
622	Toruli Forwarders Ltd
623	Cargomax Freighters Ltd
624	Molo Freighters Ltd
625	Dodwell And Co. (E.A.) Ltd.
626	Arnet Consult (E.A.) Ltd.

627	Linkon Investments Limited
628	Chai Warehousing Limited
629	Adroit Logistics Limited
630	Archiecraft Holdings Limited
631	J. B. Maina & Co. Ltd.
632	Jemi Freights Limited
633	Sai Cargo Masters Limited
634	Globalnet Speed Cargo
635	Bakriz Holdings Limited
636	Kelima Forwarders Limited
637	Freight Solutions (K) Ltd
638	Carjet Kenya Limited
639	Vibgyor Enterprises Ltd
640	Jamusa Enterprises Limited
641	Absolutee Freight Services & Logistics Ltd
642	Ramsford Freight Forwarders Ltd
643	Sabina Logistics Limited
644	Alexandria Freight Forwarders Ltd
645	Zula Global Evelopment Ltd
646	Longrock Limited
647	Oceanrock Logistics Limited
648	Victory Freighters Limited
649	Prafulla Enterprises Limited
650	Frontier Links Company Limited
651	Milleage Enterprises Limited
652	Mishale Freighters Limited
653	Rukanoti Wood Dealers Ltd
654	Tamanya Freight And Logistics Services Ltd
655	Jedima Trade Agencies Limited
656	Super Freights Limited
657	Kibs Investments Limited
658	Mareba Express Cargo Limited
659	Liftcargo Limited
660	Cargomax Limited
661	Karicko Investments Limited
662	Rusinga International Freight Ltd
663	Intraspax Freighters Ltd
664	Ridgeways Merchants
665	Rising Freight Limited
666	Roto Mooulders Limited

667	Intraline Shipping And Logistics
668	Pentagon Logistics Limited
669	Marks Enterprises Limited
670	Logistic Three Sixty Five Ltd
671	Fourseas Cargo Limited
672	Airbridge Freight Limited
673	Limutti Holdings Limited
674	Bosmar Clearing & Forwarding Enterprises Ltd
675	Sameday Cargo Forwarders Ltd
676	Galahaji Cargo Services Ltd
677	Quicksave Agencies Limited
678	Heme Freighters
679	Super Pacific Freight Services Ltd
680	Bayport Freighters Limited
681	Gerrit Services Limited
682	Gamma Villa Limited
683	Jaha Kenya Limited
684	Trans Vaal Logistics Limited
685	All Scope Logistics Limited
686	Urgent Cargo Handling Limited
687	Senator One Enterprises Ltd
688	Neptune Forwarders Limited
689	Milestone Import And Export Ltd
690	Kodavi Investments Limited
691	Jaspa Logistics
692	Shelter Conveyors Limited
693	Foam Mattress Limited
694	Super Care Freight Services Ltd
695	Low Sea International Agencies Ltd
696	Hangool Investment Group Ltd
697	Queens Freight Logistics Ltd
698	Geomwa Express Cargo Limited
699	Maya Duty Free Ltd
700	Eremo Stores Limited
701	Shipside & General Services Ltd
702	Eyeblink Freight Management Ltd
703	Freight Point Limited
704	Cyfa Logistics Limited
705	Sea Star Forwarders Limited
706	Dekam Freighters Limited
707	East African Chains Limited

708	Kaiser Agencies Limited
709	Harrycargo Freighters Limited
710	Straight Line Cargo Forwarders Ltd
711	Abbez Trading Company Limited
712	Muzdalifa Clearing & Forwarding Ltd
713	Ecs (K) Ltd
714	Framic Cargo Agencies Ltd
715	Relay Cargo Services
716	Afrifresh Conveyors Limited
717	Blueplus Textiles Limited
718	Buhayrah Freighters Limited
719	Safe And Perfect Limited
720	Tedice Express Agencies Ltd
721	Salimond Freight Services Ltd
722	Seasky Freight Agencies
723	Alfost Enterprise Limited
724	Crossborder Cargo Limited
725	Continental Logistics Network Ltd
726	Lanseair Limited
727	Vantage Point Clearing & Forwarding Co. Ltd
728	Happy World Freighters Ltd
729	Al-Yum Hauliers Ltd
730	Sanako Company Ltd
731	Crucial Cargo Movers
732	Caribbean Freight Ltd
733	Kenya Grange Vehicles Industries Ltd
734	Benairs Logistics Ltd
735	Maraca Enterprises Ltd
736	Shipfreight Logistics Ltd
737	Starway International Freight Forwarders
738	Banels Logistics Ltd
739	Fasta Internet Work Agency
740	Kamanga Freight Services Ltd
741	Semati Stores Enterprises
742	System Intergration Ltd
743	Kings Cargo Agencies
744	Teptra Logistics Ltd
745	Jamkell Enterprises Ltd

746	Dansaf Logistics Ltd
747	Active Forwarders Ltd
748	Swift Royal Conveyors
749	Gohomu Agencies
750	Site Forwarders Ltd
751	Coast Professional Freighters Ltd
752	Chase Fast Logistics
753	Chamtech Logistics Ltd
754	Continental Cargo Services (K) Ltd
755	Mupeki Hauliers Ltd
756	Fast Cargo Co. Ltd
757	Alcordia Logistics Ltd
758	Landmark Freight Services
759	Muwa Forwarders Ltd
760	Dodhia Packaging Ltd
761	Logistics Solutions Ltd
762	Herber Logistics Ltd
763	Nnito Trading Ltd
764	Gulf Cross Ltd
765	Gimbco Freight Ltd
766	Logistics Freight Ltd
767	Ruby Clearing And Forwarding
768	Goodman International Ltd
769	Rift Cargo Handling Ltd
770	Mnet Stars Ltd
771	Karsis Global Logistics Ltd
772	Sahel Freighters Ltd
773	Asp Co. Ltd
774	Cargodeck E.A. Ltd
775	Western Logistics Services Ltd
776	Fair Logistics Agency Ltd
777	Kimm Freighters (K) Ltd
778	Jagoma Logistics Ltd
779	Fasmu Freight Forwarders Ltd
780	Best Freight Conveyors Ltd
781	Rescue Tech Enterprises Ltd
782	Kapric Apparels Epz Ltd
783	Export Consolidation Services (K) Ltd
784	Dhl Global Forwarders Kenya Ltd
785	Queens Cargo International Ltd
786	Handy Aircargo Ltd

787	Fast Freight Services
788	Ocean Star General Agents Ltd
789	Mombasa Maritime Enterprises Ltd
790	Jade Prime Logistics E.A Ltd
791	Freight Options And Solutions Ltd
792	Ataco Freight Services Co Ltd
793	East Africa Coast Logistics Ltd
794	Kanzize Logistics Ltd
795	Dosat Forwarders Ltd
796	Express Kenya Ltd
797	Sealair Freight Co. Ltd
798	Active Cargo Services Ltd
799	Culzenberg Forwarders Ltd
800	Kadmus Freight Logistics Ltd
801	Chabs Trade Connections Ltd
802	Trawlers Ltd
803	Intercities Freight And Shipping Co. Ltd
804	Victoria International Logistics Ltd
805	Desert Commercial Shipping Ltd
806	Dalexty Freighters Ltd
807	Keihin Maritime Services Ltd
808	Frank And Geoffrey Cargo
809	Beegee Key Investment
810	S And L Port Solutions Ltd
811	Ogaka Freight Logistics
812	Landmark Port Conveyors Ltd
813	Mabes Enterprises Ltd
814	Skyways Logistics
815	Gisenya Freight Logistics
816	Sharis Logistics Ltd
817	Domaine Ventures Ltd
818	Oceanic Cargo Agency
819	Delta Handling Services Ltd
820	Perles Solutions
821	Transnorth Logistics Ltd
822	Smeraldo Investments Ltd
823	Wolfenberg International Ltd
824	Multilines International (K) Ltd
825	Josim Agencies Ltd
826	Union Express Ltd

827	Incoterms Logistics Solutions (K) Ltd
828	Deccan Freight Logistics
829	Rai Plywoods (K) Ltd
830	Limlines Cargo And Freight Forwarders
831	Total Touch Express
832	Lemco Freight Forwarders Ltd
833	Seaworld Shipping Agencies Ltd
834	Online Authenticity And Logistics Services
835	Timsales Ltd
836	Impex Logistics Ltd
837	Echken Agencies Ltd
838	Rolling Cargo Ltd
839	Ultimate Clearing And Forwarding Ltd
840	Bokhari Freight Ltd
841	Vintage Warehouse Agencies
842	Venus Kenya Ltd
843	Primcargo Agencies
844	Cedar Cargo Ltd
845	Hubapet Enterprises Ltd
846	Four Twenty Four Enterprises Ltd
847	Portwaxs Cargo Forwarders Ltd
848	Care Logistics (K) Ltd
849	Olympus Logistics Ltd
850	Accord Logistics Ltd
851	Sandek Agencies Ltd
852	Dla Scientific Ltd
853	Altco Logistics Ltd
854	Mesharry Freight Forwarders
855	Georine Agencies Ltd
856	Empire Logistics Services Ltd
857	Camdel Export And Import
858	Laboratory And Allied Ltd
859	Effective Cargo Consolidator Ltd
860	Fora Limited
861	Air Go Consultants Ltd
862	Pan Afrique Forwarders Ltd
863	Tyke Logistics Ltd
864	Chairman Holdings Ltd
865	C.K. Rottuk Ltd

866	Famo Forwarders
867	Muhito Investments
868	Erikah Maritime Services Ltd
869	Freightlogix Kenya Ltd
870	Supersonic Freighters (K) Ltd
871	Focus Initiative Import & Export Co. Ltd
872	Don Simon Limited
873	One Touch Cargo Services
874	Magnate Logistics Ltd
875	Seashore Shipping Services Company Ltd
876	Mitchell Cotts Freight (K) Ltd
877	Mombasa Commercial And Industrial Enterprises Ltd
878	Chasah Logistics Ltd
879	Stefrah Agencies
880	Blue Jay Logistics Ltd
881	Chandaria Industries Ltd
882	Turner Freighters Ltd
883	Airseal Services Ltd
884	Cebit Cargo Ltd
885	Johan Clearing & Forwarding Ltd
886	The Nairobi Clearing House E.A Ltd
887	Nyagaka Forwarders
888	Atlantic Logistics International Ltd
889	In Time Forwarders Ltd
890	Gts Cargo Logistics Ltd
891	Hollywood Freight Agencies Ltd
892	Tripple Twin Logistics
893	Jamreks Enterprises
894	Rorene Ltd
895	Delta Express
896	Bryson Express Ltd
897	Techno Relief Services Ltd
898	Mak Cargo Handling Services Ltd
899	Import Forum International Ltd
900	Seahawks Logistics Ltd
901	Sailine Enterprises Ltd
902	Barena (E.A.) Ltd
903	Kilindini Investments Limited
904	Sasi Freight Services Ltd

905	Sisco Superior Cargo Handling Services
906	Tnt Express Worldwide Kenya Ltd
907	Lenbase Logistics Ltd
908	Borabu Freight And Transport Services
909	Ukwala Freight
910	Ferdinard Freight
911	United Freight Services Ltd
912	Satisfy Clearing & Forwarding Kenya
913	Worldlink Logistics
914	Sag Forwarders Ltd
915	Southlink Services Ltd
916	Glintar Logistic Ltd
917	Chiro Heights Investments
918	Conken Cargo Forwarders Ltd
919	Greatspan Maritime Services Ltd
920	Speed Track Cargo Forwarders Ltd
921	Key Naut Logistics Ltd
922	Geffsons Clearing & Forwarding
923	Slopes Agencies Ltd
924	Namelok Holdings Ltd
925	Stemi Investment Ltd
926	Online Authenticity & Logistics Services Ltd
927	Wananchi Marine Products Kenya Ltd
928	Towfiq Kenya Ltd
929	Plan Freight Ltd
930	Blue Wave Logistics Services Ltd
931	Benjoe Logistics Ltd
932	Jopah Investments Ltd
933	Marydavid Investments Ltd
934	Bransan Clearing And Forwarding Ltd
935	Key Wave Logistics
936	Oceanline Freight Forwarders Ltd
937	Equal Maritime Services Ltd
938	Faida Cargo ServicesLtd
939	Steca Freight Forwarders Co. Ltd
940	Mucheba Sevice
941	Mucheba Sevice

942	Jipe Holding Limited
943	Trans Quick Ltd
944	Chromel Freighters Ltd
945	Fast Cargo Masters (K) Ltd
946	Al Shog Systems Ltd
947	Shipmarc Clearing & Forwarding Ltd
948	Wiseway Freighters Ltd
949	Mtudawa Freighters Ltd
950	Tekol Holdings (K) Ltd
951	First Africa Freight Conveyors Ltd
952	Eurasian Freight Forwarders
953	Air Menzies International
954	First Hand Cargo Logistics
955	Dap Logistics Ltd
956	Kearsley Freight Services Ltd
957	Feliben International Ltd
958	Bogani Freight Services Limited
959	The Main Maritime Shipping Ltd
960	Green Island Shipchandlers (K) Ltd
961	Seagate Logistics
962	Beyond Africa Freighters Ltd
963	Data Technical Services (K) Ltd
964	Mris Agencies Ltd
965	Instant Freight Forwarders
966	Apex Steel Ltd
967	Rosmik Trading Co. Ltd
968	Kenya Haulage Agency Ltd
969	Bayonne Freight Forwarders
970	Oriental Express Forwarders Ltd
971	Dejas Enterprises Ltd
972	Bem Swift Int'l Serv.Courier &Haulier
973	Intergrated Logistics Company Ltd
974	Ryan Freight And Logistics Company Ltd
975	Risala Ltd
976	Uncle Riverside Investment Ltd
977	Kalemu Freighters Ltd
978	Westin Enterprises Ltd
979	Sea Sky Express Ltd

980	Pan Africa Logistics Ltd
981	Real Time Logistics Ltd
982	Sokota Investments Ltd
983	Nafenet Logistics Ltd
984	Musthafa Enterprises Ltd
985	Signet Forwarders Company Ltd
986	Kenya Vehicle Manufacturers
987	Channel Atlantic Limited
988	Rahma Logistics Ltd
989	Mombasa Coffee Ltd
990	Imenti Freight Ltd
991	Ainushamshi Multiple Agencies Ltd
992	Difam Freight Ltd
993	Birdwell Ventures Ltd
994	Elite Clearing & Forwarding Ltd
995	Patana Enterprises Ltd
996	Samba Enterprises Ltd
997	Dock Port Trading & Courier Ltd
998	Complast Industries Ltd
999	Ocean Eagle Africa Ltd
1000	United Aryan Epz Ltd
1001	Starbright Logistics Ltd
1002	Interken Enterprises
1003	Sisco Superior Cargo Handling Services
1004	Nafenet Logistic Limited
1005	Realtime Logistics Ltd
1006	Phil Logistics Ltd
1007	Colossus Freight Ltd
1008	Chairman Holdings Ltd
1009	Ocean Harvest And Logistics Ltd
1010	Delfast Logistics Ltd
1011	Convoy Cargo Logistics
1012	East Africa Cargo Logistics Ltd
1013	Marichor Marketing Services Ltd
1014	Tabaki Freight Services
1015	Sopa Cargo Services
1016	Vector One Logistics Ltd
1017	Blue Ocean E.A. Ltd
1018	United E.A. Warehouses Ltd
1019	Jowam Cargo Company Ltd
1020	Galad Enterprises Ltd

1021	Marymac Freight Company
1022	Adonai Trading & Logistics Co. Ltd
1023	Quissan Enterprises Ltd
1024	Bargaaba Business Agency Ltd
1025	Lloyds Logistics Ltd
1026	Monsoon Movers Enterprises Ltd
1027	Silver Anchor Freighters Ltd
1028	Amer Traders Ltd
1029	Fora Ltd
1030	Blue Logistics Ltd
1031	Signon Freight Ltd
1032	Speedway Cargo Forwarders Ltd
1033	Capital Cargo Freight Ltd
1034	Newport Freight Logistics
1035	Adair Freight Services Ltd
1036	Armco Kenya Ltd
1037	Project Forwarding Services Ltd
1038	Saa Interstate Traders (K) Ltd
1039	Giefcon Ltd
1040	Nodor Kenya Epz Ltd
1041	Wayto Associates Ltd
1042	All Marine Services Ltd
1043	Kwame Freight Logistics Ltd
1044	Enco Global
1045	Afrique Shipping Services Ltd
1046	Maalox Agencies Ltd
1047	Arsenal Cargo Logistics
1048	Simptons East Africa Holdings Ltd
1049	Sagitaris Trading Ltd
1050	Ace Freight Limited
1051	Wetaa Investments Ltd
1052	Pesosi Freighters Ltd
1053	Alpine Trading Ltd
1054	Upesi Freight Logistics Ltd
1055	Ken Knit Kenya Ltd
1056	Transportainers Worldwide Logistics Ltd
1057	Delacom Services Company Ltd
1058	Mbaraki Port Warehouses (K) Ltd
1059	Panworld Holdings Ltd
1060	Cargo Movers Ltd

1061	Orbit Express Lpg Ltd
1062	Freightwide Cargo
1063	Wal Quick Holdings Company Ltd
1064	Tudor Services Ltd
1065	Duniya Forwarders
1066	Prafulla Enterprises Ltd
1067	Freightcare Logistics
1068	Summit Cove Lines Co. Ltd
1069	Radiant Logistics Ltd
1070	Alloys And Roy Freight Systems Co. Ltd
1071	Exrol Freight Ltd
1072	Intergrid Business Solutions Ltd
1073	International Commodity & Freight Centre Ltd
1074	Romark Freighters Ltd
1075	Pak Pacific Limited
1076	Jowak Agencies Ltd
1077	Leena Apparels Ltd
1078	Interloc Freight Incorporated Ltd
1079	Kenton Freighters
1080	Blue Seal Freighters Ltd
1081	Wines Of The World Ltd
1082	Alpha Logistics Kenya Ltd
1083	Oasis Cargo Logistics Ltd
1084	Kenya Airways Ltd
1085	Agility Logistics Kenya Ltd
1086	Portway Ea Limited
1087	Bora Freighters Ltd
1088	Lamu Logistics Company Ltd
1089	Barowe Enterprises Ltd
1090	Ryce East Africa Ltd
1091	Kenmark Consultants
1092	Certis Company Ltd
1093	Collins And Tiffany Ltd
1094	Invesco Cargo Solutions Ltd
1095	Otox Mawezo Ltd
1096	Braville Agency Ltd
1097	G4s Security Services Kenya Ltd
1098	Alliance Logistics Kenya Ltd
1099	Kenkal Ship And General Contractors

1100	Gifco Kenya Ltd
1101	Speedy Logistics East Africa Ltd
1102	Cargo Point International Ltd
1103	Serve Well Logistics Ltd
1104	Saja Freight Liner Ltd
1105	Bata Shoe Company (K) Ltd
1106	Threeways Shipping Services (K) Ltd
1107	National Cereals And Produce Board
1108	Insta Products Epz Ltd
1109	Leaptracks Kenya Ltd
1110	Gateway Marine Services Ltd
1111	Regent Freight Systems Ltd
1112	Samachi Cargo Forwarders
1113	Midafrica Services Ltd
1114	Claytone Logistics Ltd
1115	Chibe Freight Ltd
1116	Munshiram International Business

	Machines Ltd
1117	Skyman Freighters Ltd
1118	Silverhawk International Ltd
1119	General Motors East Africa
1120	North West Kenya Ltd
1121	Saha Freighters Ltd
1122	Sleek International Ltd
1123	Kimnet Agencies
1124	Zaha Logistics Ltd
1125	Laxat Traders Ltd
1126	Meadow Agencies Ltd
1127	Victory Freight Services
1128	Sam And San Logistics
1129	Nexus Quick Services
1130	Value Cargo Ltd
1131	Kavfreight Enterprises Ltd
1132	Smart Cargo Ltd
1133	Hopewell Freighters (K) Ltd