



Analysis of Technological Innovation Challenges Facing Micro and Small Enterprises

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ABSTRACT

The benefits of entrepreneurship have been acknowledged worldwide; from being an engine for economic development to enhancing creativity and innovation. Heller (1988) informs us that “the millionaire earns his title by selling, or being able to sell, some property, some product, some service, some idea for more than cost. The wider the gulf between cost and realized value, the nearer the player gets closer to his reward.” Heller (1988) notes that “the soaring stroke of genius lies in spotting a demand, latent or blatant, and simultaneously knowing how that demand can be satisfied at the necessarily premium over the cost of supply.” These words of entrepreneurial wisdom are the basis of the problem which motivated this study – the countless business opportunities which can be seized through technological innovation. Technological innovation plays a critical role in the creation and furtherance of entrepreneurial activities for thousands of new business ventures. Unfortunately, there are several challenges facing technological innovation not just for micro and small enterprises, but also for medium and large enterprises. These challenges; specifically in micro and small enterprises; form the rationale of this study. The study was localised in one district – Mukaa; located in the Eastern province of Kenya. Data was collected from a population sample of 100 micro and small enterprises representing 10% of the population of 1,020 registered micro and small enterprises in the study area. Self administered questionnaires were applied with the assistance of research assistants whom the researcher identified and trained. The sample respondents were randomly selected from among the business statistics provided by the Makueni County Council; the local authority who are the current custodians of such data. Thereafter, the researcher undertook a quantitative data analysis and subjected the data to further analysis using the Statistical Package for Social Sciences (SPSS) analytical software. The interpretation of the analytical data formed the basis of outcomes and recommendations contained in this study. Contrary to the beliefs held by many micro and small enterprise operators, the key challenges to technological innovation identified from this study are related to entrepreneurial attributes and ideas as opposed to resources. The study thus underscores the need to diversify entrepreneurial development and training to ensure that entrepreneurs’ mindset is focused not on copy cat mentality, trial basis or windfall gains through entrepreneurship but on the long term process of building the necessary entrepreneurial attributes that make one to be a successful entrepreneur. This way, the many business opportunities and the concomitant earnings or wealth which continue to be missed can be exploited through technological innovation.

Keywords: Technological Innovation, Entrepreneurial Technological Innovation, Entrepreneurial Attributes and Skills, Micro and Small Enterprises

INTRODUCTION

Technological innovation is one of the driving forces to entrepreneurial success. In today’s competitive environment; every business whether small, medium or large must innovate in order to overcome competition, survive and grow (Marriot and Lowe, 2006). Technological innovation and diffusion may seem to be strange and difficult terminologies – however they represent the introduction of new, improved or better products, services or processes and methods of production with the penetration of such

products or processes to the wider market. Although many writers in the discipline of entrepreneurship indicate that micro and small enterprises play a crucial role in the diffusion of innovative technologies, many of them are still copycat businesses operating on third or fourth generation technologies (Mullei & Bokea, 1999). This state of affairs not only affects micro and small enterprises (MSEs) profitability but also hinders their growth and eventual graduation to medium businesses. Notably, the phenomenon is apparent for both consumer products' and agriculture based MSEs. It is widely recognised that societies change and develop through the generation and application of technological innovations. Since the late eighteenth century when the first industrial revolution began, growth in industry has always been led by breakthroughs in technology. The level of industrialization in a country is a good indicator of the technological development of that country.

The realization of the role of technology and innovation especially in small businesses is not a foregone conclusion. Indeed, individuals running many small enterprises may not realise that technology innovation can spur them to great heights of entrepreneurial success. Lack of this insight has led many new entrepreneurs to engage in what we can call 'copy-cat' entrepreneurship – which basically refers to businesses launched on the perceived success of similar business elsewhere in the locality but introducing no new product or service into the market. The research is focused on Mukaa district, one of the newly created administrative areas in Eastern province of Kenya. A vast majority of the district lies within a radius of 200KM from Nairobi; the capital city of Kenya and by no means the leading city in terms of technological innovation. In addition, the busy Nairobi-Mombasa highway traverses through the district, not to mention other major infrastructural developments such as proximity to high capacity electric power transmission lines, the Nairobi-Mombasa railway line, fixed and mobile phone network connectivity in addition to a major freshwater pipeline that transmits water from Mt. Kilimanjaro. It would thus be ordinarily expected that technological innovation and diffusion would be abundant within the towns and market centres in the district in contrast to other towns located in more interior rural districts. Unfortunately, most of the micro and small enterprises in Mukaa district are 'copy cat' businesses that have not introduced any innovative or new products, services or processes to their clients'. The existence of this phenomenon is the focus of this study. Hopefully, the outcome and recommendations of the study will be useful and be replicated across the country where a similar scenario exists.

Statement of the Problem

This research endeavour focused on establishing why micro and small entrepreneurs do not fully embrace technological innovation to facilitate unique product offerings to their clients not only to meet the ever dynamic customer needs but also to overcoming competition from medium and large enterprises. The research study sought to establish the challenges that MSEs face in relation to technological innovation and by extension, the diffusion of new technology either in the establishment of new business lines or in the growth of existing businesses.

Technological innovation and its concomitant diffusion is a springboard to entrepreneurial success. Lowe and Marriott (2006) states that innovation and entrepreneurship must co-exist for individuals and organizations to be considered to be enterprising. Technology can be used as a resource for entrepreneurial success. Its body of knowledge and know how acts as a stimulant for healthy, competitive business. Sessional paper number 2 of 2005 titled 'Development of Micro and Small Enterprises for Wealth and Employment Creation for Poverty Reduction' makes reference to technology as a prerequisite to the development and growth of micro and small enterprises. Majority of the enterprises within the area in which the study is localised are copy cat businesses mainly anchored on retailing of consumer products. Year in year out, there has been no change in this status – meaning that no new products and services are evident despite the very convenient location of the district and proximity of the necessary infrastructural resources.

Research Objectives

The study was guided by the following specific objectives:

1. What is the level and extent of technological innovation and capacity among micro and small entrepreneurs in Mukaa District?
2. What entrepreneurial attributes and skills are prevalent among micro and small business

entrepreneurs in Mukaa District to support technological innovation?

Research Questions

In order to answer the stated research questions, this study was guided by the following research objectives:

1. To establish the level and extent of entrepreneurial technological innovation, opportunities and capacity among MSE operators in Mukaa District.
2. To establish the nature and extent of entrepreneurial attributes and skills that aid technological innovation among the micro and small business entrepreneurs in Mukaa District.

Theoretical Review

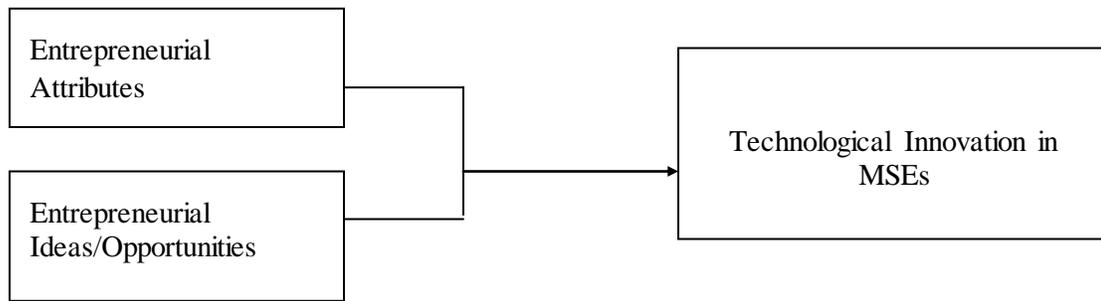
Rosenberg (1982) put forward this theory with the primary concern of the impact of technology on productivity growth at the macro-level in addition to the rate and direction of improvement to complement both to the product-process and meta-learning concepts. The role that knowledge plays in developing new products and industries is related to growth in productivity. More importantly, for strategic management purposes, Rosenberg also looked at the 'side-effects' that help explain technical progress. This was accomplished by identifying the impact of technological expectations and 'learning by using'. Expectations of future technological development were related to current decisions about adoption, while 'learning by using' refers to 'gains that are generated as a result of subsequent use of the product' (Rosenberg, 1982).

Users adopting a product take on an element of risk because delay may result in the purchase of a technologically improved product. If the firm believes the product will be shortly obsolete they will be reluctant to make the purchase. Thus expectation of rapid technological advancement may slow down the diffusion process because postponement, for the firm contemplating adoption, may be the more profitable strategy. If this occurs on a large scale it can reduce the incentive to develop more sophisticated models. For the producer, the strategic problem is 'to persuade potential buyers of product stability at the same time one commits resources to the search for product improvement' (Rosenberg, 1982). Because there tends to be substantial improvements in products after their first introduction, it is important for buyers to make sure they are committing to new technologies at the appropriate time.

The constraint, which Sahal believed was caused by a lack of complementary technology, can also be explained by concentrating on interdependence between technologies. Rosenberg believed that by viewing innovation in terms of related sets, their value and impact become more apparent. This occurs because, in the related set, each new innovation enhances the value of others. As each innovation goes through a process of continual improvement, it enhances not only its own value but also those of related innovations. An example is the enhancements in mobile telephony technology which directly enhances the value of the internet innovation. From a strategic perspective, Rosenberg (1982) felt that 'learning by using' might be equally as important as 'learning by doing'. This may vary by industry, but he suggests that it may be optimal for the producer to fully exploit this advantage by designing initial product versions so as to encourage user extensions. This assertion agrees with both meta-learning and the product-process concept because it helps explain the large numbers of innovations during the early stages of a product's life. However, this may not be possible with all products.

Conceptual Model and Hypothesis

Conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation (Ravitch & Carl, 2019). Figure 2.1 shows the conceptual framework which will be used in this study and depicts the interrelationship between the study variables. The independent variables are; entrepreneurial innovation, attributes and skills. The dependent variable is the logical innovation in SMEs. These variables and hypothetical causal paths and relationships are presented in Figure 1.



Independent variables

Dependent variable

Figure 1: Conceptual Framework

Empirical Review

Working paper no. 2010/03 titled ‘Importance of Technological Innovation for SME Growth’ by Subrahmanya et al (2010) probes the drivers, dimensions, achievements and outcomes of technological innovations carried out by SMEs in various sectors of Bangalore in India. Further, the paper seeks to ascertain the growth rates of innovative SMEs vis-à-vis non-innovative SMEs in terms of sales turnover, employment, and investment. The paper recognizes that small and medium enterprises (SMEs) have been considered one of the ‘driving forces’ of modern economies due to their multifaceted contributions in terms of technological innovations, employment generation, and export promotion among others. Of these, the ability of SMEs to innovate assumes significance because innovation lends competitive edge to firms, industries and ultimately, economies. Therefore, technological innovation has the potential to spur growth of individual enterprises at the micro level and aggregate industries and economies at the macro level. Thus, the paper attempts to understand issues such as what factors drive SMEs to innovate, what is the nature of SME innovations, what are the achievements of SME innovations, and what are the outcomes of these achievements. Overall, the paper attempts to address the question as to whether SME innovation facilitates the growth of firm size.

The study takes note of the achievements of innovative SMEs irrespective of the dimensions of technological innovations; such as cost effectiveness, improved quality, improved versions of existing products, or altogether new products. The study was achieved through the development of a semi-structured questionnaire containing about 60 questions covering characteristics of SMEs, entrepreneurial background, driving forces, dimensions, objectives, sources, frequency, dimensions, achievements and outcomes of technological innovation, recognitions won, proportion of innovated products in total sales, and data on economic variables such as employment, investment and sales turnover. The validity and reliability of the questionnaire was ensured and based on the knowledge and experience of the authors, discussions held with industry experts and representatives of SME associations. The study concluded that innovative SMEs registered higher growth relative to non-innovative SMEs in terms of not only sales turnover but also employment and investment in all the sectors surveyed. In addition, there was a statistically significant positive correlation between innovation sales and sales growth. Innovative SMEs which experienced higher growth accounted for a higher share of innovated products in their total sales relative to those which experienced lower sales growth. The overall analysis lends substantial credence to the argument that innovation contributes to the growth of firms.

Mulu Gebreeyesus undertook a research titled ‘Innovation and Microenterprises Growth in Ethiopia’ in November 2009. The paper addressed two prominent issues on the development of small enterprises in Africa namely, which factors inhibit or foster innovation activities in small enterprises and whether innovators create more jobs. The researcher takes note that in developing countries, the informal sector - that mainly constitutes microenterprises, is the major source of employment and income for the urban population. According to the International Labour Organization (2002) estimations, the share of informal

employment (outside agriculture) to the total non-agricultural employment accounts for nearly half or more in all regions of the developing world and about 72 per cent in Sub-Saharan Africa. The researcher's data source for the study was a survey conducted in 2003 by the Ethiopian Development Research Institute (EDRI) on a 1000 microenterprises with 10 and fewer workers. The survey was done in six selected major town: Addis Ababa, Awassa, Bahir Dar, Jimma, Mekelle, and Nazreth. A total sample of 974 enterprises was interviewed whereby 25 per cent of them are from Addis Ababa and almost 15 per cent each in the other cites. The research concluded that innovation activity is related with a number firm and entrepreneur attributes. Current size is related positively with innovation activity. This means the larger in size the more likely to involve in innovative activity. Resource advantage could explain why larger firms are more innovative than smaller firms. The study also found a non-linear (concave) relationship between firm age and innovation activities. Innovative activity increases at early age but tends to decline beyond a certain age. The researcher's interpretation of the results was that the positive relation between firm age and innovation activity at early age might be due to accumulated business experience and market knowledge. However, this advantage might not last long, for example the innovative spirit of firms might decline with age. Among the human capital variables, vocational training was found to have a strong effect on the innovation activity. Female owned firms are less likely to be involved in innovation activity. This could be explained by the fact that women entrepreneurs are risk averse. In developing countries women entrepreneurs also face more constraints comparing to male in their entrepreneurial pursuit. The researcher also found a negative relation between innovativeness and owner age; suggesting that younger owners are more likely to innovate than older ones. This is usually an indication of the owners' risk attitude.

METHODOLOGY

This is a descriptive study designed to gather data from the members and other stakeholders of MSE investors in Mukaa District in order to assess the presence and nature of the challenges that they face in trying to come up with technologically innovative entrepreneurial activities. Descriptive studies seek to describe the characteristics of a phenomenon, are quantitative in nature and require a vigorous research design. In order to achieve the objectives of this study, both qualitative and quantitative primary and secondary data were required. Primary data was obtained from the 100 MSE operators within Mukaa district's towns and market centres. The researcher obtained a listing of the registered MSE businesses operating within the district from the local county council offices. The list indicated that there were 1,020 registered MSEs operating in the three county wards in the district. Secondary data was obtained from both the theoretical and empirical reviews done in the course of the study.

The researcher focused on a representative sample of MSE businesses in each town or market centre that ensured an even distribution of the sample population. The selection of the actual sample was done through convenient and simple random sampling.

Table 1. Sampling Method and Procedure

County ward area	Towns/Market centres in the ward	Total Number of registered MSEs	Sample size	Sample Percentage
Kiimakiu-Kalanzoni ward	Salama, Mavivye, Maiani	293	20	20%
Kithembe ward	Enzai, Mukaa, Kilome, Nunguni,	396	40	40%
Kasikeu ward	Kasikeu, Sultan Hamud	331	40	40%
Total		1020	100	100%

Source: Author (2010)

Data Collection Procedures and Instruments

Data collection is the process of gathering data from the source, that is, directly from the respondents - primary data; or from previous studies done by other researchers – secondary data. The data collected for the study was both quantitative and qualitative in nature and was collected through the use of structured questionnaires directly administered to the sampled MSE businesses. The interviews were conducted with the aid of eight research assistants, selected and given training on the exercise by the researcher.

The choice of structured interviews as the preferred data collection technique was necessitated by the population level, educational levels, spread and availability of the respondents. It ensured that the researcher received the required data in the most objective and clear method as possible. The research assistants sought the respondents’ agreement before administering the questionnaire hence ensuring that there was a favourable return. The questionnaires were prepared in advance based on the data requirements by the researcher. The researcher ensured that the research assistants were properly trained and briefed in terms of the data collection procedures, what was be expected of them, ethical issues and etiquette in the exercise of data collection. To achieve this objective, a demonstrative data collection run exercise was conducted at one MSE with all the research assistants observing.

RESULTS AND DISCUSSION

Nature of Entrepreneurial Attributes and Skills

The study found that 43% of the respondents had been engaged in business for 1-3 years, 20% for 4-6 years, 12% for 7-10 years and 25% for over 10 years. These results are summarised and presented in Table 2.

Table 2: Length in Business

Answer	Frequency	Proportion
1-3 years	43	43%
4-6 years	20	20%
7-10 years	12	12%
Over 10 years	25	25%
Total	100	100%

Source: Author (2010)

The study found that 51% of the respondents had been engaged in a new business ventures that were technologically innovated while 49% had not. These results are shown in fig 2.

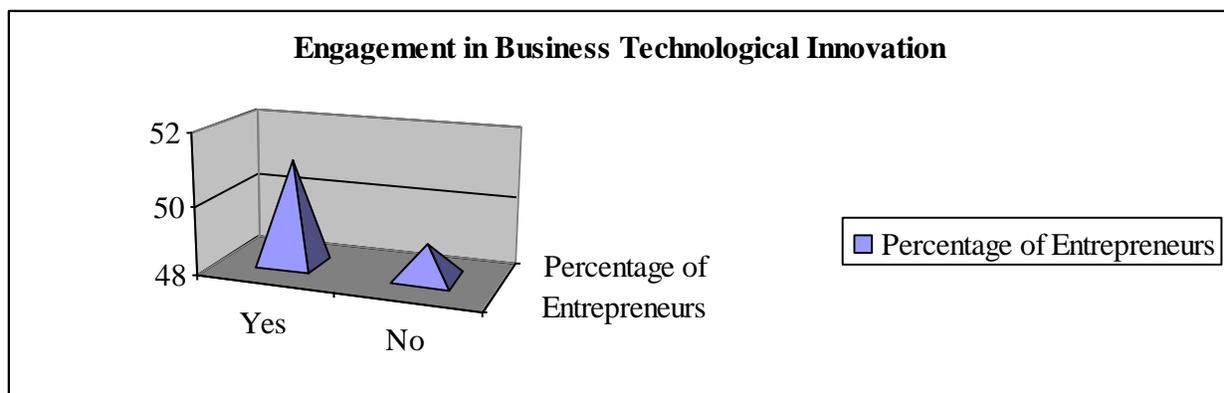


Fig 2: Engagement in Business Technological Innovation

Source: Author (2010)

On the type of business, the study found that 38% of the respondents were engaged in service businesses while 62% were in trading business. These results are summarised and presented in Table 2 below.

Table 3: Type of Business

Answer	Frequency	Proportion
Service	38	38%
Trading	62	62%
Total	100	100%

Source: Author (2010)

The number of entrepreneurs who responded that they were in business as sole entrepreneurs was amazingly overwhelming at 92% with only 6% preferring business partnership as opposed to 2% for limited company as shown in fig 3.

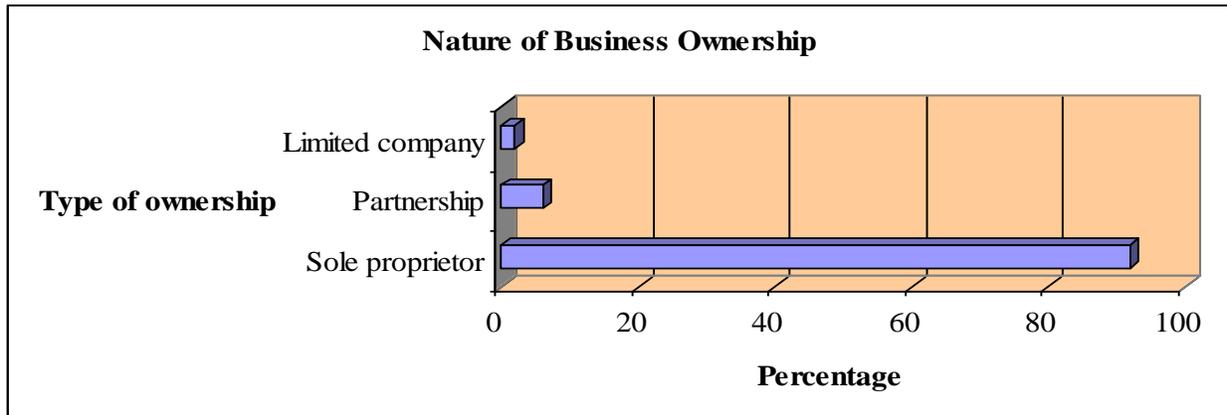


Fig 3: Nature of Business Ownership

Source: Author (2010)

The respondents were asked to state what motivated their entry into the business. The study found that 14% wanted to make use of their learned skills, 12% could not get a job, 5% said that the market presented a new technologically improved product, 27% wanted to be independent and be their own bosses, 11% wanted to offer better technologically innovated products, 3% inherited the businesses and 28% wanted to supplement family/employment income. These results are shown in Table 4.

Table 4: Motivation for Entry into Business

Answer	Frequency	Proportion
Make use of skills learned	14	14%
Could not find a job	12	12%
Technologically improved product	5	5%
Wanted to be independent	27	27%
Offer better technologically innovated products	11	11%
Inherited the business	3	3%
Supplement family/employment income	28	28%
Total	100	100%

Source: Author (2010)

The study found that out of the sampled respondents, 12% had university education, 35% had technical college/polytechnic education, 39% had high school education while 14% had primary school education. These results are shown in fig 4.

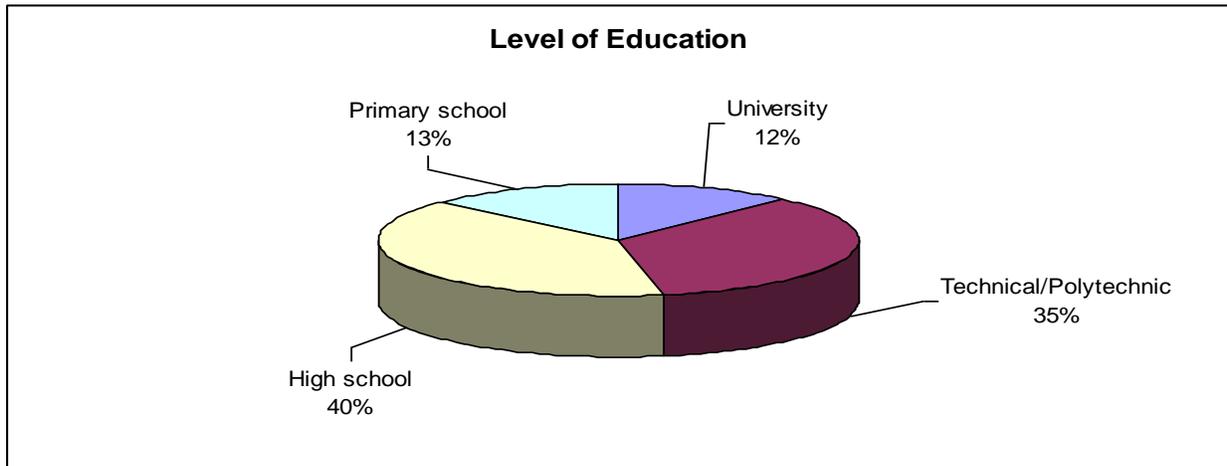


Fig 4: Level of Education

Source: Author (2010)

The study found that 35% of the respondents had attended training in business management while 65% had not attended any training. These results are summarised and presented in Table 5.

Table 5: Training in Business Management

Answer	Frequency	Proportion
Yes	35	35%
No	65	65%
Total	100	100%

Source: Author (2010)

Existence of Business Innovative Ideas and Opportunities

The respondents were asked to state how they entered into business. The study found that 74% made their own innovative idea, 6% inherited the businesses while 20% made a general investment. These results are summarised and presented in Table 6.

Table 6: How Respondents Entered into Business

Answer	Frequency	Proportion
Own innovative idea	74	74%
Inherited	6	6%
General investment	20	20%
Total	100	100%

Source: Author (2010)

The respondents were asked whether they had considered introducing a technologically new or improved product or service in their niche markets. The study found that 88% agreed while 12% disagreed. These results are presented in Table 7 below.

Table 7: Introduction of Technologically New Improved Product/Service

Answer	Frequency	Proportion
Yes	88	88%
No	12	12%
Total	100	100%

Source: Author (2010)

The study found that of those who agreed that they had introduced a technologically innovative product/service, 79% had not yet introduced the product because of financing, 15% due to lack of resources such as electricity, piped water or Internet, and 6% were hindered by lack of skills/training in the related technology. These results are presented in Table 8.

Table 8: Hindrance to Introducing Technologically Innovative Product

Answer	Frequency	Percent
Financing	79	79%
Lack of other resources	13	13%
Lack of skills	5	5%
Total	88	100%

Source: Author (2010)

The study found that 36% were currently targeting general shoppers while 64% were targeting specific product/service consumers. These results are summarised in Table 9.

Table 9: Target Clients

Answer	Frequency	Proportion
General shoppers	36	36%
Specific product/service consumers	64	64%
Total	100	100%

Source: Author (2010)

The respondents were asked to state how they identified business opportunities. The study revealed that 58% did a market analysis, 7% had been told by someone else about the business opportunity while 35% had gone into business on a trial basis. These results are summarised and presented in Table 10.

Table 10: Identification of Business Opportunities

Answer	Frequency	Proportion
Did a market study/analysis	58	58%
Someone told me about it	7	7%
Trial basis	35	35%
Total	100	100%

Source: Author (2010)

The study found that 47% of the entrepreneurs had introduced no new product, 34% had introduced 1-3 products, 8% had introduced 4-6 products while 11% had introduced 7-10 new products. These results are summarised and presented in Fig. 5

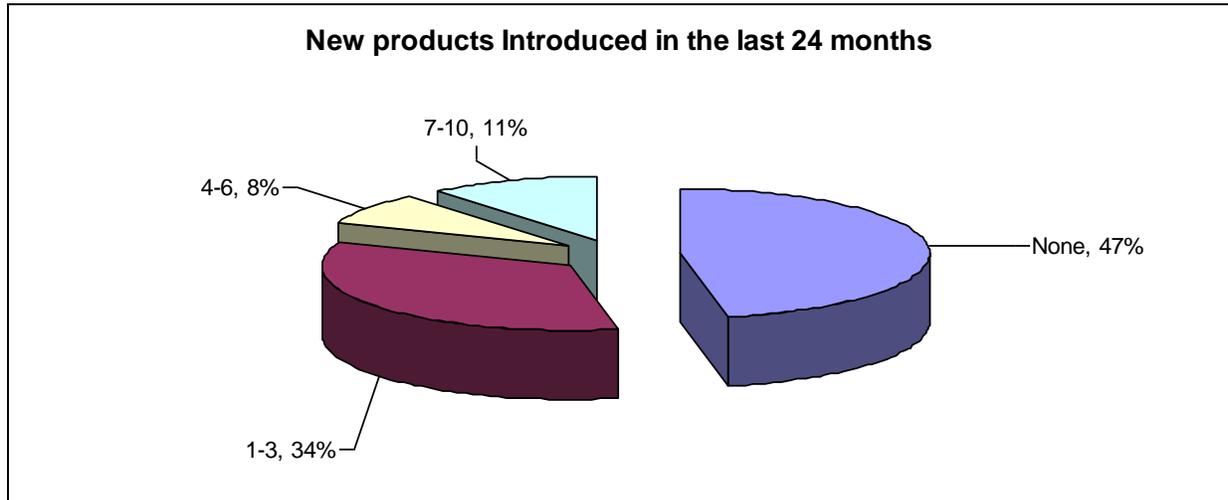


Fig 5: Number of New Products Introduced

Source: Author (2010)

The study found that 59% of the respondents cited that their main reason for technological innovation was to cater for customer requirements and demand, 13% cited need to counter competition, 21% cited internal self motivation, 4% cited former work experience while 3% cited technical education background as the reason for technological innovation. These results are shown in Table 11.

Table 11: Reasons for technological innovation

Answer	Frequency	Proportion
Customer requirements/demand	59	59%
To counter competition	13	13%
Internal self motivation	21	21%
Former work experience	4	4%
Technical education background	3	3%
Total	100	100%

Source: Author (2010)

The study found that 49% of the respondents strongly agreed that their market niche had business opportunities which could be exploited through technological innovation while 51% disagreed. These results are summarised and presented in Table 12

Table 12: Existence of Business Opportunities

Answer	Frequency	Proportion
Strongly agree	49	49%
Agree	51	51%
Total	100	100%

Source: Author (2010)

4.3 Regression Analysis

A regression analysis was run with technological innovation as the dependent variable and the independent variables being entrepreneurial attributes and entrepreneurial ideas.. The results of the regression analysis are shown in the tables. Table 13 shows that the Pearson product moment of

correlation, R, was 0.342. This means that attributes, ideas/opportunities had a moderate positive effect on technological innovation. The R-square value of 0.117 indicates that the factors accounted for 11.7% of the variance in technological innovation. The adjusted R-square of 0.089 indicates that 8.9% of the variance in technological innovation is attributable to these factors. The standard error of the model was 0.47950.

Table 13: Pearson Product Moment of Correlation

R	R Square	Adjusted R Square	Std. Error of the Estimate
.342	.117	.089	.47950

Source: Author (2010)

Table 14 shows the results of the analysis of variance (ANOVA). As shown, the F-statistic was 4.230 and was significant (0.007). This means that the regression model did explain the relationship between the dependent and the independent variables.

Table 14: Analysis of Variance (ANOVA) Table

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.917	3	.972	4.230	.007
Residual	22.073	96	.230		
Total	24.990	99			

Source: Author (2010)

The study found that from the coefficients of the model, entrepreneurial attributes and ideas/opportunity had a positive impact on technological innovation while resources had a negative effect on technological innovation. The p-values show that the only significant factors in the model were entrepreneurial ideas/opportunities with a p-value of 0.008. These results are summarised and presented in Table 15.

Table 15: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.386	.388		3.576	.001
Attributes	.180	.110	.158	1.637	.105
Ideas/Opportunity	.038	.014	.263	2.725	.008

Source: Author (2010)

CONCLUSION

The study found that entrepreneurial attributes had a positive influence on technological innovation. It is therefore concluded that the presence of entrepreneurial attributes contribute towards technological innovation while the absence of these entrepreneurial attributes may hurt technological innovation. To the entrepreneurs that were surveyed, entrepreneurial attributes was not a significant challenge. The study revealed that entrepreneurial ideas/opportunities had a positive effect on technological innovation. This means that the presence of these entrepreneurial ideas increases technological innovation and the reverse is true. The study concludes that ideas and opportunities were not a major challenge as regards technological innovation of entrepreneurs surveyed. The study found that resources had a negative contribution towards technological innovation. These results reveal that lack of resources have a negative influence on technological innovation. For the entrepreneurs surveyed, the study concludes that resources were a major challenge to the entrepreneurs.

RECOMMENDATION

The business management training should be offered by the relevant government agencies such as in the form of business incubation. This service should be extended to cover the rural and marginalised arts of

the country. In addition, entrepreneurial studies should be built into the syllabi of secondary schools, polytechnics, tertiary colleges and universities as a mandatory unit. This will help to equip graduating students with the basic knowledge on entrepreneurship. In the course of time, these skills will trickle into the wider MSE industry and address some of the challenges identified by this study. The entrepreneurial attributes of entrepreneurs should not be clouded by cultural orientations that portray entrepreneurship as ‘belonging’ to certain people, race or community. Indeed, it should be held unacceptable for lecturers and teachers alike to perpetuate these orientations in the course of their teaching; as some do knowingly or unknowingly.

The entrepreneurial profile of successful entrepreneurs should be disseminated to current and nascent MSE operators. These include but not limited to desire for responsibility, preference for moderate risk, high level of energy, future orientation, value achievement over money among others. This will help to correct the wrongly held view by some that entrepreneurship is a route to instant riches. As entrepreneurs innovate, invent, mould and pursue opportunities, they are the genius and energy behind the extraordinary value and wealth creation phenomenon – the entrepreneurial process. The MSE operators need to be advised that they should not venture into business on a trial basis – as was found in the study – but rather carry out a thorough market analysis to determine business opportunities in their environment. Businesses started on the basis of a credible market analysis have a better chance of success as opposed to businesses that are begun on impulse. It is necessary that the MSE operators be sensitized about business financing options available for them. The current setting of MSEs calls for government intervention to provide incentives to the private sector to invest in areas that enhance development of business linkages between MSEs and large firms. There is need for the entrepreneurs to be given platforms such as workshops or seminars where ideas and opportunities on investment can be discussed and brainstormed. This will help nature the entrepreneurial orientation of the people and can be done by the government or nay other organization serving in the area of economic development.

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