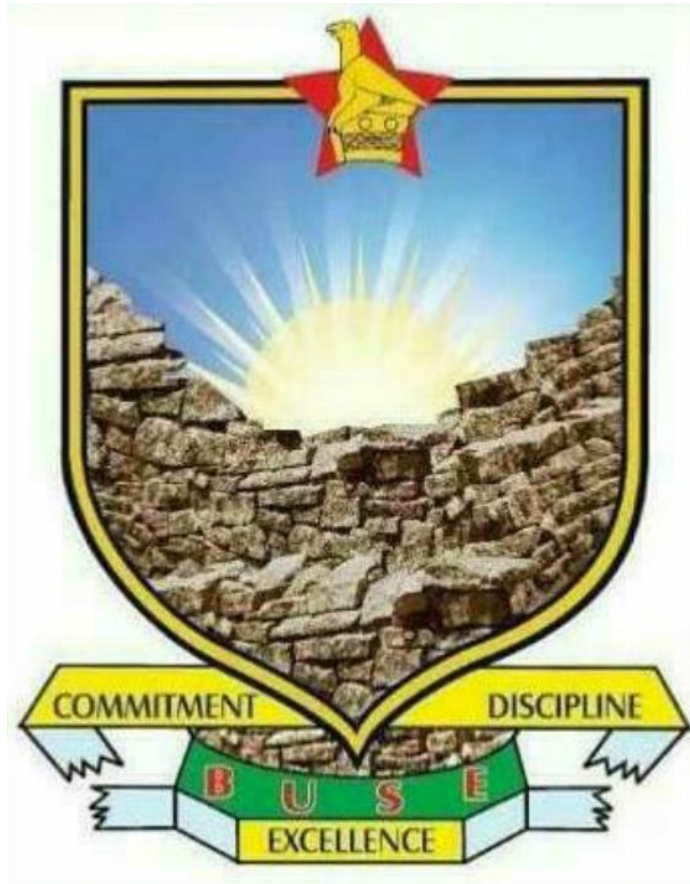


**BINDURA UNIVERSITY OF SCIENCE EDUCATION**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF ACCOUNTANCY**



**SURVIVAL TECHNIQUES OF SMALL TO MEDIUM ENTERPRISES (SMES) IN  
ZIMBABWE: AN ANALYSIS OF MBARE SIYASO HARARE**

**BY**

**(B201060B)**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS OF THE BACHELOR OF ACCOUNTANCY HONOURS DEGREE  
OF BINDURA UNIVERSITY OF SCIENCE EDUCATION FACULTY OF COMMERCE**

**Year Granted 2024**

## **RELEASE FORM**

NAME : B201060B

PROGRAMME : BACHELOR OF ACCOUNTANCY ( HONOURS)

TOPIC OF THE RESEARCH: SURVIVAL TECHNIQUES OF SMES IN ZIMBABWE: AN  
ANALYSIS OF MBARE SIYASO HARARE

YEAR COURSE DONE: 2024

SIGNED .....

Permission is hereby granted to the Bindura University of Science Education library to produce single copies for scholarly research purposes only. The author reserves other publication rights and this project or a part of it may not be reproduced without the author's written approval.

## APPROVAL FORM

The undersigned certify that the supervisor has supervised the student on the research project titled” Survival techniques of SMEs in Zimbabwe : An analysis of Mbare Siyaso Harare,” Submitted by student registration number B201060B in partial fulfillment of the requirements of the Bachelors of Accountancy Honor’s Degree program.

.....

(Signature of Student)

.../...../.....

Date

.....

(Signature of Supervisor)

...../...../.....

Date

.....

(Signature of Chairperson)

...../...../.....

Date

## **ABSTRACT**

Small and medium-sized businesses (SMEs) are vital to the global economy because they foster innovation, job creation, and economic expansion. SMEs, however, frequently confront particular difficulties in surviving and growing, particularly when confronted with fierce competition, shifting market conditions, and little resources. The purpose of this study is to look into the essential survival strategies used by SMEs to get beyond these obstacles and keep their competitiveness. In order to acquire a thorough grasp of the topic, the study uses a mixed method approach with qualitative interview data. SMEs owners and managers at Mbare Siyaso Harare are included in the research sample, providing a variety of viewpoints on the survival tactics used. The study's conclusions draw attention to a number of crucial survival strategies, such as creative product or service offers, efficient resource management, and solid client relationships. The study also shows how government assistance, financial availability, and an entrepreneurial mindset might improve the chances of SMEs surviving and expanding. For academic researchers, business owners, and legislators who are interested in the long-term viability and prosperity of the SME sector, this study offers insightful information. The results of this study can be used to guide the creation of focused support programs, educational initiatives, and tactical interventions that will help SMEs grow and add to the nation's overall economic prosperity.

## **ACKNOWLEDGEMENT**

Firstly, I want to express my gratitude to the All-Powerful God for being by my side throughout both my happy and sad study moments. I express my gratitude to my supervisor, Mr..., and the accounting department personnel for their invaluable assistance and sacrifice of time in ensuring the project's success. Your hard work will always be valued. Blessings to all of you.

I also want to express my gratitude to my friends and family. Thank you for your love, brother. May God continue to bless you. I express my gratitude to my mother and grandma for their unwavering support throughout my academic endeavors.

Finally, I would like to express my gratitude to the managers and owners of SMEs in Mbare Siyaso Harare who helped me collect data for my study and who gave me permission to do so. We sincerely appreciate your cooperation.

## DECLARATION

I **B201060B** do hereby declare that this dissertation is a product of my own work and research, except consultations and decisive contributions highlighted as references and citations. This academic study has not been submitted in full or partial fulfillment of any other degree or at any other university or institution.

**Date**

.....

**Researcher's signature**

.....

**B201060B**

## TABLE OF CONTENTS

<b>CHAPTER ONE.....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
<b>1.0 Introduction.....</b>	<b>1</b>
<b>1.1Background of the study .....</b>	<b>1</b>
<b>1.2 Statement of the problem .....</b>	<b>2</b>
<b>1.3 Specific objectives .....</b>	<b>2</b>
<b>1.4 Research questions.....</b>	<b>2</b>
<b>1.5 Significance of the study .....</b>	<b>3</b>
<b>1.7 Delimitations.....</b>	<b>3</b>
<b>1.8 Limitations.....</b>	<b>4</b>
<b>1.9 Definition of terms .....</b>	<b>4</b>
<b>1.10 Chapter summary .....</b>	<b>4</b>
<b>LITERATURE REVIEW .....</b>	<b>5</b>
<b>2.0 Introduction.....</b>	<b>5</b>
<b>2.1 Theoretical Review.....</b>	<b>5</b>
<b>2.1.1 The Resource based perspective conceptual framework.....</b>	<b>5</b>
<b>2.1.2 Dynamic capabilities theory .....</b>	<b>7</b>
<b>Dynamic features and innovative designs .....</b>	<b>8</b>
<b>Dynamic capabilities and entrepreneurship.....</b>	<b>8</b>
<b>2.1.3 Sustainability development theory .....</b>	<b>9</b>
<b>2.1.4 General systems theory.....</b>	<b>10</b>
<b>2.2.0 Small and medium sized businesses .....</b>	<b>11</b>
<b>Small and medium sized businesses in Harare.....</b>	<b>12</b>
<b>2.2.1 Factors that limit SMEs' ability to grow and survive. ....</b>	<b>12</b>
<b>2.2.2 Overview of SMEs survival.....</b>	<b>14</b>
<b>Service and product quality .....</b>	<b>15</b>

2.2.3 SME Survival Techniques and Success.....	16
2.2.4 Entrepreneurship.....	18
2.3.0 Emperical evidence .....	21
2.3.1 Introduction.....	21
Chapter summary .....	23
<b>RESEARCH METHODOLOGY .....</b>	<b>25</b>
3.0 Introduction.....	25
3.1 Research Design .....	25
3.2 Descriptive research.....	25
3.3 Rationale for employing mixed research methodologies .....	26
3.4 Population and sampling.....	26
Population.....	26
Sampling .....	26
3.5 Data collection and appropriateness of procedures .....	27
3.6 Data collection instruments used .....	27
Questionnaires.....	27
Justification of Questionnaires .....	28
Interviews.....	28
Types of questions.....	29
Justification of closed ended questions.....	29
Likert Scale.....	30
Justification of using Likert Scale .....	31
3.7 Reliability and Validity.....	31
3.8 Data analysis.....	31
3.9 Ethical considerations.....	31
Chapter4 .....	33
<b>DATA PRESENTATION AND DISCUSSION.....</b>	<b>33</b>
4.0 Introduction.....	33
4.1 Analysis of responses .....	33
4.2 Demographic Data .....	33
4.6 Responses on managerial survival techniques.....	37
4.8 Responses on the production management survival techniques.....	39
4.9 Responses on financial management survival techniques .....	40



<b>4.10 An analysis on formal record keeping on the profitability of the business.....</b>	<b>41</b>
<b>4.11 An analysis on the use of loans on the sustainability of a business.....</b>	<b>41</b>
<b>4.12 Responses from interview questions.....</b>	<b>42</b>
<b>4.13 Chapter Summary .....</b>	<b>42</b>
<b>CHAPTER 5.....</b>	<b>43</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>43</b>
<b>5.0. Introduction.....</b>	<b>43</b>
<b>5.1 Summary of major findings .....</b>	<b>43</b>
<b>5.2 Conclusion .....</b>	<b>45</b>
<b>5.3 Recommendations .....</b>	<b>46</b>
<b>5.4 Areas for further research .....</b>	<b>48</b>
<b>Reference List.....</b>	<b>48</b>
<b>APPENDICIES .....</b>	<b>62</b>

## LIST OF FIGURE

FIG2.1 CONCEPTUAL MODEL.....	7
FIG 3.1 GUIDELINES ON THE LIKERT SCALE .....	30
FIG 4.1 RESPONSE RATE .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
FIG 4.2 STATUS .....	34
FIG 4.3 GENDER .....	34
FIG4.4 EDUCATION .....	35
FIG4.5 DURATION .....	36
FIG4.6 MANAGERIAL TECHNIQUES .....	37
FIG4.7 MARKETING TECHNIQUES .....	38
FIG4.9 FINANCIAL TECHNIQUES .....	40

## LIST OF TABLES

TABLE4.1 RATE OF RESPONSE .....	33
TABLE4.2 RESPONSES ON FORMAL RECORD KEEPING.....	41
TABLE4.3 RESPONSES ON THE USE OF LOANS FOR SUSTAINABILITY .....	41

# **CHAPTER I**

## **INTRODUCTION**

### **1.0 Introduction**

The purpose of this chapter is to present the problem statement and the research background. It describes the goals, the research questions to help collect data, the importance of the study, boundaries, and restrictions. The survival strategies for small and medium-sized businesses (SMEs) will be the main topic of this study.

### **1.1 Background of the study**

Small and medium-sized businesses are viewed as the backbone of a nation's industrial development, economic expansion, and sustainability. Despite their relative modest size and lack of economic strength, they account for a sizable portion of the GDP and are therefore seen as essential to economies (Muller at Al 2016). SMEs are crucial for generating jobs in underdeveloped nations like Zimbabwe, claims Wang (2016). As per Ramukumba's (2014) findings, small and medium-sized enterprises account for over 90% of all businesses across all economies and provide employment across all nations.

According to Efferin & Hurtono (2015), small-business owners make decisions that have an impact on the prospective growth of their companies, which can result in failure. Entrepreneurs have difficulties in turning a profit and maintaining their companies. There are both officially recognized and unofficial small and medium-sized businesses in Zimbabwe's capital, Harare. Since the owners of these small enterprises oversee daily operations, they are crucial to their long-term viability.

But in emerging nations like Zimbabwe, it hasn't happened due to a variety of variables, including the detrimental impact of a volatile environment. According to Hyder & Lussier (2016), SMEs still encounter obstacles that cause them to fail within five years of founding, despite the fact that they play a significant role in the economic development of a nation. According to Majoni et al. (2016), the majority of small firms in Zimbabwe are not expanding and do not continue their

operations for more than five years. A business's success or failure can be determined by any environment, whether it is stable or turbulent, but in most situations, an agitated one.

SMEs have historically faced numerous obstacles to their survival and expansion, including inadequate management, outdated technology, a lack of appropriate infrastructure, restricted access to capital, and a lack of marketing expertise. The corporate climate is volatile due to rapid changes in political landscape, communication technology, and competition. Businesses typically think about survival strategies to survive in this kind of climate in order to increase their stability.

## **1.2 Statement of the problem**

The failure rate of small and medium-sized businesses poses a serious obstacle to job creation and economic expansion. Within five years of business, almost 50% of SMEs fail. Zimbabwe's economic instability means that those who run small and medium-sized enterprises (SMEs) operate in an unpredictable and challenging environment. The majority of SMEs exhibit a high rate of failure, which is a general business challenge. The particular business issue was that the people running the Siyaso complex lacked the expertise necessary to guarantee their companies' expansion and survival after the initial five years.

## **1.3 Specific objectives**

1. To reveal the economic, physiological and organizational techniques employed by SMEs to survive the economic crisis at Siyaso.
2. To determine steps and ways to be considered when applying strategies to enhance profitability in small businesses.
3. To investigate challenges faced by SMEs that inhibit their potential to survive.
4. To make recommendations for the changes in the SMEs sector that can influence strategies to sustain their businesses.

## **1.4 Research questions**

The research questions of the study were

1. What survival techniques do owners of SMEs in Siyaso complex Mbare use for sustainability?
2. What steps can be considered when applying strategies to enhance profitability?
3. What are the common challenges faced by SMEs which inhibit their success?
4. How have changes in the SMEs sector influenced the strategies for sustaining the businesses?

## **1.5 Significance of the study**

### **To the researcher**

The researcher will get knowledge on small- and medium-sized business survival strategies. The study's findings provide future researchers with a jumping off point by outlining areas in which more research on the same subject might be conducted. Gaining experience in effective communication would help the researcher when gathering data from various sources.

### **To the university**

The university may utilize the research as literature for related topics based on the appropriateness of the study findings.

### **To the SMEs owners**

It could provide insights to the business owners who consider cost effective and innovative ways for survival and sustainability of their businesses.

## **1.6 Assumptions**

-All respondents would give their views to the best of knowledge

-The participants would provide accurate and honest responses and an accurate description on their experiences .and sustainability of their businesses.

## **1.7 Delimitations**

Boundaries that the researcher sets to shape the study's structure are known as delimitations. The study's boundaries were restricted to population, sample size, and geographic area. This only

applied to Siyaso Mbare Harare small business owners. Only SMEs' owners who have used survival methods to keep their companies afloat were included in the study. A boundary was drawing in owners who have succeeded and keeping out those who have not.

### **1.8 Limitations**

The ability of SMEs' owners to understand interview questions and provide a thorough explanation of their operations has been impacted by participants' understanding of business analysis and strategic management. Another drawback was the paucity of research on the survival strategies adopted by SMEs' owners for long-term viability.

### **1.9 Definition of terms**

#### **Small and medium enterprises**

SMEs are defined differently by different people. Olusegani (2012) states that size, industry, and personnel count are the fundamental characteristics of SMEs. But in Zimbabwe, small firms are defined as registered entities with less than fifty employees, and medium-sized businesses are defined as those with between seventy-five and one hundred employees, according to the government's Ministry of Small and Medium Enterprises and Cooperative Development (2014)..

#### **Business survival**

It is the upkeep of businesses in a competitive market with steady financial and economic growth over time. (Shin and Al., 2017). The ability of a business to continue operating and performing for more than five years is the focus of this study.

### **1.10 Chapter summary**

The research background, objectives, significance of the study, constraints and delimitations, assumptions, and term definitions were all underlined in this chapter.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter highlights the body of literature that is currently available on the research subject being studied. Books, magazines, publications, and other topic-related resources make up this group. It offers a synopsis, evaluation, and appraisal of various studies in relation to the subject of the study.

#### **2.1 Theoretical Review**

##### **2.1.1 The Resource based perspective conceptual framework**

Penrose's resource-based view theory states that both internal and external resources affect a company's capacity to expand. The resource-based strategy focuses on resources that are uncommon, unique, priceless, and non-replaceable. These assets, according to Nason and Wikland (2018), distinguish businesses and provide a long-term competitive advantage.

Businesses that employ specialists, for example, may find more effective ways to expand and survive. According to Cassia & Minola's (2012) calculations, businesses expand by optimizing their available resources. The resource-based view's conceptual framework contends that an enterprise's capacity to expand and endure can be aided or hindered by both internal and external resources (Kay, 2018). However, the conceptual framework of the resource-based view falls short in explaining how small and medium-sized enterprises might generate and employ resources to gain a competitive advantage.

Businesses that employ specialists, for example, may find more effective ways to expand and survive. According to Cassia & Minola's (2012) calculations, businesses expand by optimizing



their available resources. The resource-based view's conceptual framework contends that an enterprise's capacity to expand and endure can be aided or hindered by both internal and external resources (Kay, 2018). However, the conceptual framework of the resource-based view falls short in explaining how small and medium-sized enterprises might generate and employ resources to gain a competitive advantage.

The resource-based view theory was used by Woff et al. (2015) to explain the relationship between the learning and entrepreneurial orientations of SMEs and their performance. Their research indicated that whilst entrepreneurial orientation involved taking chances and being creative, learning orientation involved a dedication to learning and an open mind. Only having access to opportunities—which comes from having a learning orientation—can lead to a business expanding. As such, the utilization of the resource based view conceptual framework by the study is vital.

Using the resource-based view theory, Ren et al. (2015) demonstrated the relationships among internationalization innovation, R&D capability, and market capability. Their research demonstrated the favorable relationship between innovation and market capacity. Greater innovation is fostered by markets that are more customer-focused and easier to navigate. A model that links innovation processes to market possibilities and learning orientation and internalization to research and development skills was developed by researchers. It takes significant financial and technological resources to implement these procedures .

The resource-based theory put out by Penrose (1959) and Barney (1991) contends that an organization's success and ability to survive depend on its resources and capabilities within its surroundings. Intangible resources, such as brand name, image, and product quality, are examples of these resources together with assets and capital. Despite the limited resources available to small and medium-sized businesses, some companies have a distinct edge due to their distinctive positioning (Julienti, Boka, and Ahmad, 2010). These resources most likely take the shape of their knowledge, expertise, experience, and education. (2011, Fatoki). Small enterprises' inability to distinguish between ownership and control raises the possibility that innovation is the province of entrepreneurs. This implies that an owner's aptitudes and talents have an impact on survival.

### Barney'1991 Conceptual model

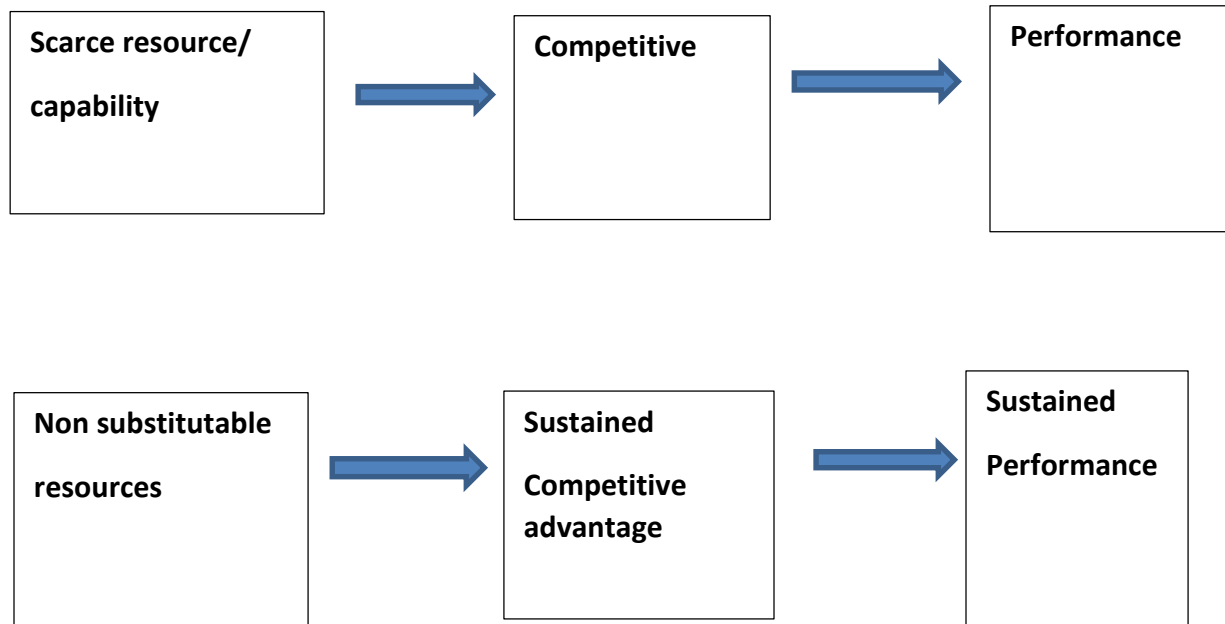


Fig2.1 Conceptual model

Source: author

### 2.1.2 Dynamic capabilities theory

Teece et al. incorporated the resource-based perspective into their dynamic capabilities theory in 1997. To maintain a competitive advantage in the face of shifting market conditions, businesses have to set up and configure both internal and external finance sources. Self-referential procedures are used to make decisions about dynamic capabilities in order to spot possibilities and establish the prerequisites for dynamic settings. Using dynamic capacities may lead to the provision of goods and services that meet consumer demands at a fair price. According to Ferreira et al. (2018), recognizing opportunities enhances survival and growth.

Finding and establishing special and rare resources is essential to SMEs' existence since it allows them to identify market opportunities. Dynamic talents can be the foundation for survival. Nevertheless, merely exchanging letters cannot ensure survival. The capacity to correspond cannot ensure survival in the absence of the capacity to determine one's own future path. According to Inigo & Albareda (2019), managers need to be able to collaborate with other organizations or pool resources in order to obtain access to resources that they do not already have. Management expertise is needed to implement dynamic competency-based survival skills for small and medium-sized firms.

### **Dynamic features and innovative designs**

Businesses that do not invest in access dynamic skills are unlikely to create and preserve the competitive edge necessary for survival, according to Arifianti et al. (2017). Healy et al. (2018) assert that in order for small and medium-sized enterprises to remain in operation, they must reinvent their systems, procedures, and goods. Innovation can lead to better outcomes, which can make businesses more adaptable and efficient (Schiliro, 2018). Three categories of innovation were identified by Haervas-Oliver, Ripoll-Sempere, and Moll (2016): process innovation, management innovation, and product innovation. Their results show that SMEs can perform better when they concentrate on both technological and management innovation, as opposed to only technology innovation. An entrepreneurial culture must dynamically drive a company's capacity for innovation.

### **Dynamic capabilities and entrepreneurship**

According to Nuvolari et al. (2018), an entrepreneur is someone who can recognize and identify a business while also adding value to it. One quality that enables companies to take advantage of opportunities that other companies might not have noticed is entrepreneurial activity. This includes exploring new markets, creating new goods and services, and locating fresh raw material sources. The basis for both growth and survival is entrepreneurial behavior. According to Teece et al. (2016), entrepreneurship is essential to small and medium-sized firms' expansion and long-term viability. To boost organizational performance and raise their chances of survival, small business owners must educate themselves about entrepreneurial pursuits.

### **2.1.3 Sustainability development theory**

Brundtland's sustainability model from 1987 provides the conceptual framework for this study. According to Brown et al. (2015), the theory is made up of ideas like sustainable development and transformative company that is sustainable. By aligning their business models with how they develop, implement, support, and enhance their operations, managers optimize the financial potential of their organizations (McPhee, 2014). Transformative business sustainability, according to Wagner and Svenson (2014), is the result of management initiatives inside a corporation to attain sustainability through the application of overall quality management best practices. The model offers a precise framework for lowering uncertainty, forming wise selections, and enhancing procedures in the marketplace.

A well-defined strategy that prioritizes the long-term survival and prosperity of corporate development is essential for sustainable development. The idea works well for analyzing the survival tactics that business owners in Mbare Siyaso, Harare, might employ to keep their SMEs afloat. The conceptual framework provides owners with an opinion on possible survival strategies based on the notion.

The 1987 proposal by Brundtland on sustainable development is included in the report. According to his interpretation, sustainable development is any change that satisfies present demands without endangering the capacity of the future. The theory is the cornerstone of any discussion of ethics. The distributive justice approach is the major focus since it helps allocate commodities and

financial resources to meet the needs of future generations and the underprivileged. To help their operations, small business managers should think about implementing sustainability models within their organizations. According to Darcy et al. (2014), in order for small businesses to survive over the long term, they need to combine their unique qualities with sustainability models and operational size.

Extroverted, introverted, future-focused, and conservative methods are among the sustainable development strategies, according to Muller & Pfledger, 2014; Nuryadin, 2016. An authentic approach that concentrates on the business's external relationships is the foundation of an outward-looking strategy. The main goal of inward-looking tactics is to lower risk, which entails following the law and company laws. Lastly, visionaries emphasize corporate sustainability challenges, whereas conservatives mostly concentrate on how well businesses function environmentally. (Phee, 2014).

#### **2.1.4 General systems theory**

According to the general theory of systems, all systems share a few similar features, independent of their internal makeup. A system is composed of several interconnected, mutually reliant subsystems. The concept of an open system, which denotes a system with the capacity to either affect or be influenced by its environment, is the basis of this concept. SMEs need to interact with their environment in order to impact it and vice versa. The idea forms the basis for an examination of the sustainability and failure of SMEs. Ifeknem and Ogundeinde (2016) concluded that the failure rate of SMEs in developing countries is higher than in developed countries due to a number of factors, such as a lack of infrastructure, restricted access to financing, and a lack of expertise. Their research revealed that among the barriers preventing SMEs from surviving include inadequate bookkeeping, a lack of business capital, a lack of political awareness, and a lack of succession planning. According to Gupta and Mirchandani (2018), government planning, together with individual and environmental factors, were the first things that helped SMEs survive. The owner's degree of education, commitment, and access to capital and markets were among the environmental determinants.

Despite highlighting the aforementioned concerns, Gupta and Mirchandani neglected to address the techniques managers employ to gain access to resources and capabilities necessary for survival.

Manufacturing companies need the ability and resources to work with their consumers to design products that satisfy their needs, according to Healy et al. (2018). The ability of these SMEs to survive may depend on things like technological advancements. Social media platforms are among the tools that SMEs must use to stay in business (Roy, Maxwell & Carson, 2014). Technology is essential to SMEs' existence because its use is dependent on the availability of technical support and implementation time.

In the 1930s, von Betalanffy devised a hypothesis that demonstrated the relationships between disciplines. It was intended to function in a range of settings. As stated by von Betalanffy in 1968, a system consists of several parts that communicate with one another and their surroundings. According to Yurtseven and Buchanani (2016), the theory has been adjusted to fit different organizational settings, leading to the acceptance of goals such developing generalized system models. Meikos (2016) asserts that systems theory is a useful instrument for deciphering intricate scenarios with several options. This is a result of the challenges faced by SMEs' owners, who operate in an unpredictable environment.

### **2.2.0 Small and medium sized businesses**

SMEs can be classified as household or non-household based on who owns them (Hassan & Mohamed, 2015). SMEs can be defined in a variety of ways. As per Tinarwo (2016), the government of Zimbabwe divided enterprises into two categories: small firms, which had fewer than fifty employees, and medium-sized businesses, which had between 75 and 100 employees. Small and medium-sized firms are characterized by a high risk of insolvency, a low market share, significant resource limits, and financial distress. According to Hassan and Mohammed (2015), the majority of small business owners in developing nations lack both experience and support.

According to Lampadarios (2017), the majority of business owners hire friends, relatives, or part-timers; they also pay low rates and struggle to find highly skilled personnel. In most developing countries, SMEs help to maintain and grow modern economies (Stephen et al., 2015). The SME sector makes a substantial contribution to the expansion of the economy when provided with sufficient resources and favorable economic policies (Antonites, 2016). Sadeghi (2018) asserts that the SME sector is a major force behind innovation, job creation, and economic growth.

### **Small and medium sized businesses in Harare**

Unlike other countries, Zimbabwe is a place where the decision to launch a small business is motivated by enthusiasm, the need to protect jobs, and the desire to add value (Zvarivadza, 2018). According to Khosa and Khalitanyi (2017), small businesses are essential to the fight against poverty. Zimbabwe's SME sector is made up of independent contractors that work primarily in metropolitan areas and are involved in manufacturing, retail, agricultural, and catering services (Moyo & Mandizwidza-Moyo 2017).

Most companies focus on their local market. Mungozhi and Hlabiso (2017) claim that small and medium-sized enterprises have little chance of surviving due to the difficult economic environment in the country, which has resulted in the majority of businesses closing. Owners usually do not separate their activities from their ownership. According to Zvarivadza (2018), two elements that affect the expansion and survival of small and medium-sized enterprises are the tax and regulatory frameworks. Issues like shortages of raw materials and the absence of financial support from financial institutions have an impact on the operations of SMEs.

#### **2.2.1 Factors that limit SMEs' ability to grow and survive.**

SMEs continue to be a vital tool for economic development even in the face of barriers to their growth and survival. According to Suarez-Ortega et al. (2016), Zimbabwe has a high small-business bankruptcy rate and is difficult to start up. Home-based businesses frequently struggle to acquire goods and services from suppliers. According to Margaretha and Supartika (2016), in order to develop strategies for growth and survival, business owners must understand the factors that influence profitability. According to Sadeghi (2018), the conditions and variables that impede the

expansion and survival of small and medium-sized enterprises differ across nations. Factors which hinder growth and survival include environmental characteristics, individual characteristics, organizational and strategic development ( Kusi, Opata and Narh,2015).

Asongu andTchamyou (2016) discussed that personal traits, completeness, personal background and motivational growth are the determinants of SMEs growth and survival. Singh (2014) stated that in developing countries most SMEs are created after the owners are unemployed for a long time with the need of supplementing their inadequate income which force them to operate without following procedures. Most small and medium sized businesses in developing nations lack access to institutional credit and foreign exchange, and their entrepreneurial tendencies are fueled by the desperation of marginalized individuals to survive.

One of the main obstacles to company expansion for SMEs continues to be their inability to obtain financing. Many businesses are under increasing pressure to regain sustainability as their markets expand as a result of changes in government policies, industrial transformation, and increased global market integration (Ndikubwimana, 2016).According to Gebremariam (2017), the majority of SMEs lack management skills and creditworthiness, making it difficult for them to secure funding from banks and other institutions. These institutions are also hesitant to lend to small businesses because they believe they pose a high credit risk. O'Connor and Kelly (2017) noted that poor customer service, a lack of skilled labor, a lack of marketing expertise, and difficulty obtaining financing were the main obstacles to the expansion of SMEs. Seo and Chae (2016) claim that how to use innovation management to improve SMEs' performance over time is the main obstacle impeding their growth. Seeletse and MaseTshaba (2016) identified leading causes of SMEs' failure, including a lack of or inadequate business plan, a lack of financial literacy, and poor financial management

Kulemeka, Kululanga, and Morton (2015) discussed common barriers to SMEs' performance and growth, such as a lack of market research and development capacity, weak business structures, insufficient management resources, and poorly defined legal and regulatory frameworks. The infrastructure of the majority of developing nations is woefully inadequate. Poor infrastructure has been identified as a frequent barrier to SMEs' growth and can result in poor service delivery. (Legas,2015). An epileptic power supply, a failing road system, an inadequate water supply, and unstable telecommunications facilities are examples of a lack of infrastructure. The majority of



SMEs keep bad records, which leaves them without enough data for management planning. Globalization and changes in the world economy have presented new challenges to businesses.

The majority of entrepreneurs lack the necessary management experience and skills to thrive, putting their success in jeopardy. According to Ahmedova (2015), there are few entrepreneurship training programs in developing countries, more materials are used than is required, and technology is expensive for business owners. After conducting a research Akinboade (2015) found that after training follow up services are absent from entrepreneurial training programs in developing nations, inconsistent practices among certain SMEs in Zimbabwe, claiming that these businesses lose clients as a result of switching to different products or services based on market demand.

The majority of developing nations have developed sound policies, however, control and implementation have always been issues, as seen by the low success rate of SMEs in Zimbabwe. Government support for SMEs in developing nations, like Africa, is insufficient and weak. According to Zvarivadza (2018) policies and regulatory frameworks imposed to govern the SMEs sector in most developing countries are not explicitly spelled out to prove the performance of the business. This will result in companies to cease operations due to their inability to meet market demands. Wu and Huarng (2015) found that the majority of SMEs owners are unaware of the tactics needed to gain a competitive edge in the marketplace

### **2.2.2 Overview of SMEs survival**

Survival techniques can be defined as behavioral and psychological methods used by institutions or individuals to endure and address stressful situations (Ajibola et Al., 2022). It can also be described as a diverse collection of approach and actions that entrepreneurs use to enable their business's survival chances according to a prevailing business environment. According to Adam and Alarifi (2021), various factors are considered when determining a company's success, including return on investment, profits, satisfaction, sales growth, employee count and reputation.

The ability of a business to survive and avoid exit is a significant indicator of market success (Akaeze, 2017). Strategies include tactics, well-thought-out actions, and application of both human and non-human resources to achieve the goal. Abedisi and Bakare (2013) proposed that strategies

are focused on company's capacity to operate morally in the future, thereby improving the lives of current and future generations while also fostering economic growth. The general business goals established by the business environment and the government must be met using effective strategies (Nuari et al., 2020). The plans must meet the demand for products and infrastructure that are in line with environmental and government objectives to increase possibility of success.

### **Service and product quality**

A service quality technique is needed by small and medium sized enterprises to give customers access who are likely to be satisfied to purchase again the product. Repeat customers contribute to customer loyalty and increased sales (Indraswari and Kusuma, 2022). Service quality implies comprehending customer expectations and delivering them. Sisanti et al (2022) suggested that perceived and expected services are some of the factors influencing service quality. If the services exceed expectations, it is considered as ideal. Sanusi (2015) stated that service quality determinants include business responsiveness, tangibility and delivering customised services to customers.

Product quality techniques enables small and medium sized enterprises to make their products appealing to customers. According to Agwu and Afieroho (2016) quality of a product refers to its ability to do its intended purpose which includes reliability, user friendliness, compliance and durability. It has a major impact on consumer behavior and customer loyalty. For small and medium sized enterprises customers are important to their growth and therefore cannot afford to compromise product quality. Product quality include aspects such as pricing, customer benefits and packaging ( Susanti et al., 2022).

Price is a cost a consumer is prepared to pay for a commodity. According to Sven et al., ( 2019) achievement of business objectives is facilitated by a pricing strategy that is effective. It should reflect a convincing pricing structure that guarantees the value of a service or product comparing to the value provided by its competitors. The effectiveness of a pricing technique determines how objectives of a new product are met in terms of external criteria (Stock, 2014). A strong pricing strategy should direct the central behavior of a business as well as external communication to the market regarding pricing activities. Value-based pricing is one of the pricing strategies that small and medium-sized businesses employ. It is a practice where managers make decisions focused on

the interpretation of benefits from the item to the customers and how the benefits are perceived by the customers considering the price they pay.

In addition the competition oriented pricing employs views gathered from rivals pricing as well as behaviors as seen in actual competitors to establish better pricing levels for the business. Lastly cost oriented pricing strategy which require incorporating a profit margin to expenses such as including a certain percentage of contributing margin to the goods and services (Hinterhuber and Liozu, 2012).

### **2.2.3 SME Survival Techniques and Success**

Most SMEs that are at high risk of failure want to survive. Ifekwem and Adedamola (2016) conducted a strategic analysis of SMEs, categorizing them into three groups: those that may soon cease operations, those that are small and have the potential to survive, and those that face challenges before rapidly expanding. According to Klovienne and Speziale (2015), external support or financial infusion from external networks drives SMEs' growth and sustainability. Odoom (2016) emphasized how important it is for SMEs to introduce new products into the markets they serve. If business owners do not take the initiative to innovate and develop new products, there is less chance that the company will survive. Hazudin et al. contended that entrepreneurs need to adopt a risk-taking mentality in order to get past the financial barriers keeping SMEs alive.

The necessary elements for developing a competitive advantage in an SME include financial plan management structure, established roles of business owners and a focus on the markets (Brem, Maier, and Wimschneider (2016). In order to attract the market, SME owners must articulate their visions and align them with organizational strategies to achieve high productivity, gain market share and increase profits. Sachitra (2016) emphasizes the importance of measuring business competitiveness and suggests that SME owners should implement tools to continually assess their business performance. They can gather information using competitive advantage measurements

Ribeiro-Soriano (2017) highlights the need for entrepreneurs to develop business ideas that address economic and social challenges in order to promote business growth and improve the quality of life. Ifekwem and Adedamola, Ingley, Khelif, and Karoui (2016) identified four crucial areas-accelerated innovation, agility, applying technology, and talent retention- that future small

business owners use focus on in order to develop their competitive advantages and enter new markets. Navickas et al. (2015) came to a conclusion that in order to address the issues preventing SMEs from surviving, governments must encourage entrepreneurial endeavors. Taneja, Pryor, and Hayek (2016) stressed that in order to improve business performance and strengthen their competitive position, Small and medium sized businesses owners should concentrate more on product innovation and brand building.

According to Garcia-Palma and Molina (2016) small business owners need to adopt workable strategies in order to stay ahead of market demands, outperform prospective rivals, and maintain constant communication with customers. These strategies can be developed by creating improved systems that assist in gathering market intelligence and benchmarking According to Ndikubwimana (2016) policymakers in the majority of developed nations have put policies into place with the intention of creating lending institutions to assist SMEs. SMEs' ability to grow is greatly influenced by the owners' reactions to their environment (Roncaglia,2016). For SMEs to grow successfully, their internal organizational structures must be developed in a way that allows them to assign responsibilities for operational tasks, allowing them to concentrate more on strategic level functions.

Due to constant day-to-day operational challenges like resource scarcity and insufficient change management experience, it is challenging for SMEs' owners to focus on creating growth strategies (Navickas et al., 2015). Ndikubwimana (2016) emphasized that following company policies and procedures alone will not lead to positive outcomes. It is imperative that small and medium sized business owners acknowledge this need and pursue growth oriented change management. According to Osunde (2016), the size, financial structure and productivity capacity of SMEs all affect their ability to grow. An SME venture's growth is propelled by its entrepreneurial spirit. Taneja, Pryor, & Hayek (2016) found that the key success factors that can influence a business's direction are the entrepreneurs' core competencies and their relationship with customers. Growth potential may be hampered by an informal organizational structure. In their study, GarcíaPalma and Molin (2016) came to the conclusions that in the absence of a formal management structure, entrepreneurs tend to take on multiple responsibilities within the business, which takes their attention away from their primary goal of fostering and maximizing growth.

Poor decision making and a lack of clarity in the management structure can hinder the expansion of a company. According to Gancarczyk et al. (2017) business owners of SMEs can start and grow their companies with strong leadership, experience and a sound business strategy. To prevent obstacles from impeding their growth, owners of SMEs must investigate the underlying causes of the problems they encounter. Maresch, Harms, Kailer, and Wimmer-Wurm (2016) stated that maintaining control over customer satisfaction is essential to obtaining a competitive advantage in the market place. Owners of SMEs must remain current with market trends and consumer demands in order to sustain their businesses. Dey and Mason (2018) claim that the ability of financial resources, strong leadership, and persuasive SMEs policies alleviate the factors preventing the growth of SMEs in developing economies. Hilson et al. (2018) emphasized that in order to draw in investments and collaborations from bigger companies, small and medium sized business owners need to formalize their business operations.

#### **2.2.4 Entrepreneurship**

Recent research shows a deeper understanding of entrepreneurship, with a wider scope and more thorough investigation (Zahra & Wright, 2015). Traditionally, the focus was on individual qualities that make successful entrepreneurs. Today the emphasis has shifted towards the entire entrepreneurial system and the processes involved. Additionally, entrepreneurship is no longer seen purely as resource allocation, but also as a creative and beneficial way to improve resource utilization (Coulibaly et al., 2018).

Entrepreneurship is a growing field where people create new businesses and drive economic activity. This was not always recognized, but since the 1970's, entrepreneurs have been seen as important for innovation and job creation. Studies show that small and medium businesses are especially crucial with a large share, like over 80% in the USA, credited with generating jobs. A major hurdle for fostering small and medium businesses in developing economies is integrating the informal sector into the formal one. This is crucial because as shown by the USA where SMEs create over 80% of jobs (Urbano & Aparicio, 2016), these businesses are key drivers of job creation.

Small and medium businesses are the powerhouse of developing economies. Research by Prieger et al. (2016) shows that in developed countries, Small businesses contribute significantly, generating over half of the national output and export revenue. This entrepreneurial spirit is even

more crucial for developing nations as noted by Bliemel et al. (2016). Papulova & Papula (2015); Wu & Huarng (2015) highlight the multifaceted benefits of entrepreneurship, including economic growth, poverty reduction, and promoting social justice, especially in rural areas. In economies, entrepreneurship is essential to raising the caliber of goods generated. Wu and Huarng (2015) discovered that entrepreneurship plays a number of roles in , including promoting social justice, rural economic activity, economic growth, and poverty alleviation. By increasing the number of job opportunities in developing economies, entrepreneurs are an effective means of reducing poverty.

Supporting and recognizing entrepreneurship is vital for a growing economy (Eskin et al., 2015). Studies show a clear link between entrepreneurship and a country's GDP ( Jiang et al (2018) ). In contrast to early-stage entrepreneurs, entrepreneurs possess distinct personalities and face distinct challenges. However, entrepreneurs face unique challenges and require specific skillsets to succeed ( Barazandeh et al. , 2015). Technology is available to entrepreneurs, and there are many ways they can improve their companies. According to Farani, Karimi, and Motaghd (2017) policies that encourage entrepreneurship and innovative business practices that motivate individuals to start their own businesses can both be used to promote the growth of entrepreneurship.

The majority of prosperous business owners have participated in a variety of training courses to advance their expertise. Suárez-Ortega et al. (2016) promoted laws and educational initiatives intended to foster and advance entrepreneurship in developing nations. Zvarivadza (2018) looked at the difficulties SMEs in Zimbabwe faced and came up to the conclusion that the unsteady macroeconomic climate, a lack of government subsidies, and a lack of accessible financial support from financial institutions all hampered the expansion and development of business owners. Gümüşay and Bohné (2018) emphasized that the performance of the firm and entrepreneurial competencies are positively correlated. The nature of entrepreneurial competencies can help to improve business's performance. Mohammed, Ibrahim, and Shah (2017) examined the competencies of entrepreneurs which include opportunity, organization commitment, relationship and conceptual skills. Participating in networking events is intended to help the business owner influence the company's performance and success. According to Arafeh (2016), networking activities involve exchanging knowledge, inspiration, support, guidance and experiences. The

development of inter-organizational networks has had an impact on the performance of entrepreneurs, allowing small businesses to grow more effectively.(Panigrahi, 2016). Profitability and expansion are possible for entrepreneurs who possess the necessary resources, technical know-how, and relevant skills. The findings of García-Palma and Molina (2016) indicate a noteworthy correlation between an entrepreneur's self- assessed competencies and growth and performance of their business.

Austin and Nauta (2015) explored terms like personal attributes, self -assurance and innovativeness that are positively correlated with entrepreneurial competencies. Entrepreneurship is essential in developing nations but its full potential has not yet been realized (Ivanovic-Djukic & Lepojevic, 2015). For the purpose of growing the private sector in emerging markets, it is critical to comprehend the differences between the practices of entrepreneurs in developed and developing nations. According to Volchek, Saarenketo, and Jantunen (2015), entrepreneurship is carried out differently in developing nations than it is in developed ones. The majority of foreign investors are drawn to SMEs that exhibit growth potential and a strong ability to foster and generate sustainable economic growth. The incapacity of developing country markets accounts for the disparity between high-growing SMEs in developing and developed markets (Fatoki ,2018).

While many times they lack sufficient resources, entrepreneurs in developing nations attempt to address market inefficiencies. According to Avina and Adikara (2016) laws that pomote entrepreneurship and the growth of small and medium sized businesses should be put into place by policymakers in developing nations. They also found that there are more opportunities for entrepreneurs in merging markets compared to established economies. Businesses in developing markets can effectively manage their operations by adopting the portfolio approach to strategy (Williams, Martinez-Perez, & Kedir, 2016). Compared to developed economies, emerging economies present different opportunities and difficulties for entrepreneurs. The economies in which developing and developed markets operate determine the distinctions in their respective circumstances (Özsahin & Üçler, 2017).

The majority of developing economies' SMEs lack the consistency and stability found in established markets. Consequently, there are few opportunities for SMEs in developing markets. According to Kim (2018), SMEs in developing economies depend on unofficial funding sources to launch their enterprises and require a radical shift, but they lack the necessary expertise to bring

about the necessary change. The majority of business start-ups in developed nations consists of top management teams that have a variety of complementary skills but a shared experience base (Ha, Chau, and Hieu, 2016). Ferdousi (2015) found that the majority of investors in entrepreneurial endeavors seek out well chosen, comprehensive teams that include seasoned management

### **2.3.0 Empirical evidence**

#### **2.3.1 Introduction**

An empirical review, as defined by Long (2014), dives into existing research on a particular topic by examining published articles and journals. This review process involves a critical analysis of the findings and conclusions presented by various researchers in the field.

#### **Zimbabwe**

**(Nyanga T., Zirima H., Mupari H., Chifamba E and Mashavira N, 2013)**

According to their research, diversification of products and markets is considered to be crucial for SMEs to thrive in challenging economic times. By taking chances in areas or services where there is less competition, diversification enables businesses to become less vulnerable. Keeping a committed and driven staff was a successful tactic in helping SMEs in Zimbabwe survive the economic downturn. Finally, it was discovered that a business owner's physiological strength specifically, their capacity for maintaining mental stability and optimism played a significant role in their success.

#### **Zimbabwe**

**(Alice Z Zinyemba., Tatenda Changamire, 2014)**

Their research highlighted that women in small catering businesses faced challenges which included lack of finance, lack of amenities such as water and electricity, unaffordable rents, being against the law due to lack of registration, lack of training amongst others. To reduce these challenges women adopted a number of skills such as participation in savings club. This is regarded as a better source of funding than borrowing from banks as there is no need for interest and



coleteral Another skill is hide and seek with security as they will be dodging local authorities, though it is ineffective as they end up paying large amounts of fines one they are caught against the law. It is concluded that the challenges faced by women at Siyaso are generally faced by most SMEs in Zimbabwe. For financial survival, they rely on social capital and excellent customer service. There is also need for local authority intervention for poor amenities which reduces operation.

## **Indonesia**

**The survival of small and medium businesses (Kristanti F.T.,Rahau S., IsynuwardhanaD, 2019).**

Their study highlighted that most SMEs faced financial distress from the period of 2009-2018. After eight years the probability of SMEs in Indonesia to survive was higher. They faced financial distress because their operating income was negative. There were few SMEs who had high leverage value although not included in the Conservative criteria in its capital structure. It is stated that the SMEs in Indonesia are victims of high inflation and economic growth. They concluded that for continuous survival of SMEs the government must control the macroeconomic conditions.

## **China**

**(X. Cai, 2023)**

Cai (2023) compares the survival techniques used by small businesses following Covid19 with those used by small businesses prior to Covid19. In the research three strategies are presented to help SMEs survive in the post Covid19 era. Firstly SMEs need to implement product innovation and cost optimization in their business operations. Giving reference from Porter's five forces and blue ocean strategy they could make use of an approach to optimize costs and use of savings to enhance product innovation. These strategies are effective to businesses who need long term profits but experiencing limited access to funds. Overall in the post Covid19 era SMEs need to use a method of cost optimization and choosing among product innovation.

## **Nigeria**

**(Nkiruka, I., Ogundende, A,2016).**

Their findings highlights a very strong link between the survival techniques employed by small businesses and their long term sustainability. Their research suggests that effective survival strategies can provide SMEs with competitive edge, facilitate successful implementation of plans, and create a crucial link between profitability and long term viability. The study emphasizes the importance of small businesses regularly implementing these survival strategies. Furthermore, the research identifies resource allocation, such as staff support and management time, as essential for achieving sustainability. It also underlines the need for a defined set of procedures for implementing these strategic survival tactics. The research also explores various strategies employed by management, including corporate strategy, integrated strategy and differentiation strategy. These strategies are found to be effective in fostering sustainability for SMEs within a specific timeframe. The study concludes that these factors are particularly relevant for SMEs operating in the Oshodi-Isolo local government.

## **Nigeria**

**(Sunday A, A., Nimota A, B, 2019)**

Their research sheds new light on the importance of survival strategies for SME sustainability. They challenge the common perception that small businesses are too small to benefit from strategic planning. Their findings demonstrate that even small businesses can leverage tactics like cost leadership and product differentiation, or even combine these approaches to gain a competitive advantage. Notably, the study suggests that using a combination of strategies can be more impactful than relying on a single approach, as advocated by Porter. Ultimately the research emphasizes that is strategic decision making is fundamental to achieving sustainability. Businesses that fail to adopt strategic approaches are likely to struggle in the competitive landscape and ultimately fail to achieve ling term viability

## **Chapter summary**

The chapter's aim focus was on the literature and empirical data on the survival vantage. Notably, the study suggests that using a combination of strategies can be more techniques of SMEs. The theoretical framework provided light on the crucial issue while empirical evidence was centered

on various studies conducted in Zimbabwe and other nations. Various authors expressed opinions about how SMEs can thrive in the business world varied.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The methods used to collect data on the survival of small businesses at Mbare Siyaso are described in this chapter. It focuses on the targeted population, instruments used, research design and rationale, data sources, and data collection techniques. Along with these topics, the chapter also covers ethical considerations, viability, reliability, data presentation, and analysis, and a summary of the chapter.

#### **3.1 Research Design**

Cresswell (2018) defines research design as the framework and protocols used in a study that address choices ranging from broad hypotheses to in-depth techniques for gathering and analyzing data. The researcher employed a descriptive research methodology to examine small business survival.

#### **3.2 Descriptive research**

Descriptive research aims to provide an accurate and systematic description of a situation. Mixed-methods, qualitative, and quantitative approaches are examples of research methodologies. To tackle the research problem, the investigator utilized the descriptive research approach.

Mixed method approaches integrate post positivism and interpretivism as philosophical frameworks to address a wider range of research issues (Fetters, 2016). This makes it possible to combine quantitative and qualitative data to provide a meaningful explanation for the research. It offers a logical basis and a comprehensive understanding of more controllable circumstances

(Maxwell, 2016). When researchers use a combination of methods, they can adequately address research questions in both breadth and depth.

According to Kumar (2014), qualitative research is a methodology that relies on using respondents' own words to describe the problem being studied, usually through interviews. Saunders (2013) defines quantitative research as a procedure that produces numerical data that can be obtained through the use of questionnaires. Using a mixed approach has the advantage of making it easier to understand the differences between conducting research with a quantitative and qualitative approach. A mixed approach, however, has disadvantages in that it may increase the complexity of analysis and evaluation, necessitating additional time and resources (Hughes, 2014).

### **3.3 Rationale for employing mixed research methodologies**

The researcher was able to get around the drawbacks of relying solely on quantitative and qualitative data by utilizing mixed research methods. The data collected is more accurate because the information obtained through both methods complements one another to give a thorough understanding of the research topic. Information that could not have been obtained through qualitative methods was obtained through the use of quantitative methods.

### **3.4 Population and sampling**

#### **Population**

The group of companies and people that the study focuses on is known as the population (Saunders et al., 2015). The study focused on two specific populations: women in the Siyaso market of Mbare, Harare, who work in catering, and business owners of small and medium-sized enterprises (SMEs) in the manufacturing sector.

#### **Sampling**

Throughout the study, the researcher employed probability sampling. It involves methods of selection where every member of the sample is selected through a random process. The method

was selected because there is a non-zero chance that any one of the approximately 100 SMEs in the manufacturing and catering sectors will be included in the sample. About 30 participants were selected

### **3.5 Data collection and appropriateness of procedures**

#### **Primary data**

According to Kumar (2014), primary data are those that are obtained specifically for a purpose straight from the original source. The researcher used questionnaires and interviews to collect data. The following are some advantages of using primary data:

- i. superior quality information that can enhance outcomes. Monitoring both the volume and quality of information was possible for the researcher.
- ii. Since there have been no changes made for other reasons, the original data has been collected.
- iii. Due to the fact that the data was gathered specifically for the study, it was more accurate.

However, the following drawbacks of using primary data exist:

- i. Since the data was gathered entirely from scratch, it took a long time.
- ii. Since extensive research is required, the data collection process is expensive.

#### **Secondary data**

Secondary data is information gathered by the researcher specifically for that purpose (Bryman and Bell, 2015). Publications, reputable websites, and journals provided secondary data for the collection. The ability to provide a wealth of information is one benefit of using secondary sources, but appropriateness is not always determined by quantity. The quality of secondary data may be low, and the reliability of the information's source may be in doubt.

### **3.6 Data collection instruments used**

#### **Questionnaires**

In questionnaires, questions can be either closed-ended or open-ended with specific response options. To guarantee the desired outcomes of the study, questionnaires need to be meticulously crafted and organized (Zohrabi, 2013). The researcher used the completed questionnaires from the respondents, some of which they responded to during their free time. The questionnaires were developed and linked to the objectives of the study to ensure that all relevant data is included.

### **Merits of questionnaires**

It was simpler to quickly distribute the questionnaires to the intended audience. It was simpler to evaluate and present the answers. Since the researcher left some of the questionnaires for respondents to complete at their leisure, they gave correspondents more time to review the questions.

### **Demerits of questionnaires**

Questionnaires may not receive an answer if they are not delivered in person (Zohrabi, 2013). In order to make sure that all of the questionnaires were completed, the researcher followed up. In the end, it took more time because some of the respondents wanted clarification on the questionnaires and waited for the researcher to return.

### **Justification of Questionnaires**

The questionnaires were selected by the researcher due to their ease of administration to participants and their ability to display responses clearly. Respondents also find that answering questionnaires takes less time, and presenting and analyzing the data is simple.

### **Interviews**

An interview is a basic form of communication in which questions are posed and information is gathered from the answers. An interview is not the same as an indirect questionnaire. The researcher conducted interviews, and there was a good chance that private information would be obtained. Taherdoost (2021) states that a variety of techniques can be employed when conducting interviews, including group face-to-face interviews and telephone interviews (Kabir, 2016).

## **Merits and demerits of interviews**

The following list includes both benefits and drawbacks of interviewing. Merits are:

- i. The interviewee has the option to receive an explanation of the questions asked in order to get clarification.
- ii. It is possible to learn about features and events from the past and the future.
- iii. Direct collection of comprehensive and detailed data occurs.

Nonetheless, there are certain difficulties that could arise when interviewing people. These include:

- It is possible to schedule locations and times for meetings, and last-minute changes to plans are possible.
- The coding process can be challenging and drawn out.

## **Types of questions**

### **Open ended questions**

With an open-ended question, interviewees are not constrained by the questions posed and are free to provide any response they choose (Cresswell, 2013). Since the responses are not predetermined by the researcher, they are given their own opinions which are not influenced by the questions. According to Kumar (2014), open-ended questions improve data quality because they allow respondents to express their opinions.

### **Closed-ended questions.**

They can be defined as questionnaires that provide possible answers and allow respondents to check the category that corresponds to their responses or answers (Kumar, 2014). Questionnaires generate quantitative data that the researcher can numerically analyze.

### **Justification of closed ended questions**



Due to their shorter completion times, closed-ended questions were employed by the researcher. The information included in the questions was easy to present and analyze.

### **Likert Scale**

According to LaMarca (2011), closed-ended questions are the primary reason why people use the Likert scale as a psychometric response tool. By employing the Likert scale, researchers can make sense of the data that was gathered for their investigation.

Classification	Assessment	Analysis
Strongly agree	5	highest degree of positive
Agree	4	The second most positive
Neutral	3	Neutral
Disagree	2	The second negative
Strongly disagree	1	Strongest negative

Fig 3.1 Guidelines on the Likert scale

**Source: Author 2024**

### **Advantages of the Likert scale**

The questions were understandable to the responders. The researcher found that because respondents could simply check the appropriate box without providing an explanation, using the Likert scale took less time from them. It was simple to quantify the responses.

### **Disadvantages of the Likert scale**

When using a Likert scale, a respondent must make an informed choice. Additionally, because there is not the same face-to-face interaction as in an interview, measuring respondents' attitudes can be challenging. Some respondents were unsure if they had lived up to the researcher's expectations.

### **Justification of using Likert Scale**

The Likert scale was employed by the researcher due to its ease of data collection and analysis. The Likert scale examined various replies from the participants.

### **3.7 Reliability and Validity**

Shuttleworth (2015) states that the ability of the questions to produce consistent results throughout a study is what reliability is all about. It proves that system research is feasible to complete. According to Saunders (2016), validity is the ability of an instrument to accurately measure the intended outcome and to gauge the reliability of the research. In order to mitigate the risk of sampling, the researcher verified through questionnaire verification that all respondents had completed the questions. The respondents received the questionnaires on schedule, giving them enough time to complete them.

### **3.8 Data analysis**

Data from interviews was the main source of information gathered. Company records, including strategy papers, websites, and company profiles, were among the secondary data. Ziskin (2019) states that data analysis in qualitative research entails looking for patterns in the data and figuring out what those patterns mean. The majority of analysis focuses on finding themes through interpretative thematic analysis, which requires the researcher to spend time reviewing each interview and cross-referencing the information obtained from the interviews with information from websites and corporate documents. Finding patterns in the data was made easier by using interview questions that the researcher had prepared. Data collection and analysis were part of the qualitative data analysis process.

### **3.9 Ethical considerations**

The researcher adhered to ethical guidelines in the study to guarantee the protection of participants' rights. Potential respondents would be asked for their permission to participate voluntarily by the researcher. Executives and company owners who wished to participate in the process were sent an invitation letter and a consent form.

### **3.11 Chapter summary**

The study's research design and the tools used to present the data were examined in this chapter. Presenting data will be the main topic of the following chapter.

## **CHAPTER IV**

### **DATA PRESENTATION AND DISCUSSION**

#### **4.1 Introduction**

The analysis and interpretation of data from the research on SMEs' survival strategies, which included an examination of the Mbare Siyaso Complex, is the main focus of this chapter. The gathered data is divided into categories or components, each of which is examined independently by the researcher to produce instantaneous findings. The immediate results will be interpreted in a way that yields comprehensive and all-encompassing references and conclusions. The results ought to be pertinent to the study's goals.

Since descriptive statistics are useful tools for illustrating relationships and trends, data analysis has benefited from the use of tables, pie charts, and bar charts. The results gathered from surveys and interviews will be presented in this chapter. The managers and owners of SMEs in the sample, who were selected from the community of companies in the research area, were given the questionnaires in person.

#### **4.2 Analysis of responses**

Owners and managers of SMEs at Mbare Siyaso Complex contributed to the researcher's study.

<b>Targeted</b>	<b>Distribution of questionnaires</b>	<b>Returned questionnaire</b>	<b>Rate of response</b>
<b>Managers and owners</b>	<b>30</b>	<b>28</b>	<b>93%</b>

Table4.1 Rate of Response

### 4.3 Demographic Data

The section identified and examined the respondents' and Mbare Siyaso's SMEs' demographic characteristics. Aspects related to the enterprises such as status, gender, age and qualifications, period of operating will be discussed.

#### Demographic factor1: Status of the respondents

STATUS	FREQUENCY	PERCENTAGE
Owners	20	67%
Managers	10	33%

Table 4.2 Status

67% of the respondents own their businesses. The findings show that the owners manage a higher percentage of SMEs in Mbare Siyaso. This finding is in consistent with a Lampadarios (2017) study which found that more than 60% of SMEs are family owned and managed . However, 40% of the respondents to the study stated that the owners are not involved in managerial matters. Based on these findings and previous research, it is possible to conclude that the majority of SMEs are managed by owners who are actively involved in day to day operations..

#### 4.3 Demographic factor 2: Gender of respondents

Gender	Frequency	Percentage
Male	20	67%
Female	10	33%

Table 4.3 Gender

The results show that manufacturing SME sector is male dominated. These findings are consistent with Mabenge et al (2020) 's conclusion that the SMEs sector is a male dominated area. However Bonani (2017) study do not support the findings as he established that there are more female than males in the SME sector.

#### 4.4 Demographic factor 3: Level of education of Respondents

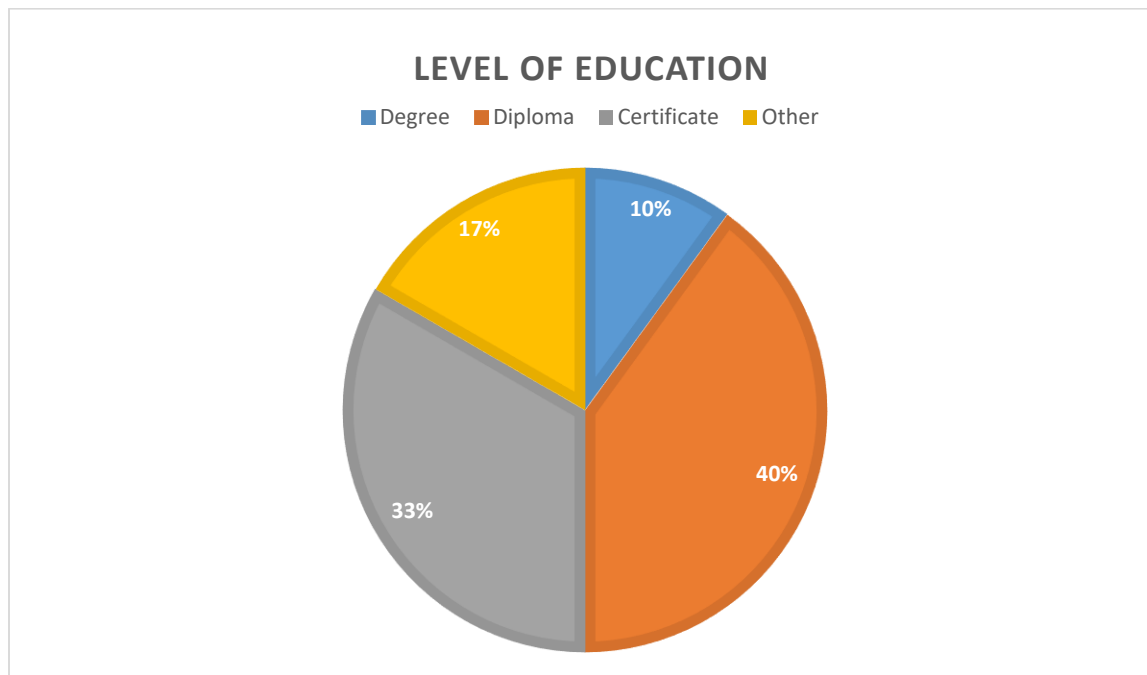


Fig4.4 Education

Of the respondents, 10% have degrees, 33% have certificates, 17% have other degrees, and 40% have diplomas. The findings show that managers or owners of SMEs in the research area have

formal educations. Most of them possess certificates and diplomas. Education raises a company's chances of success and its ability to recognize profitable business opportunities.

#### 4.5 Factor 4: Demographic: Duration of Business Operation

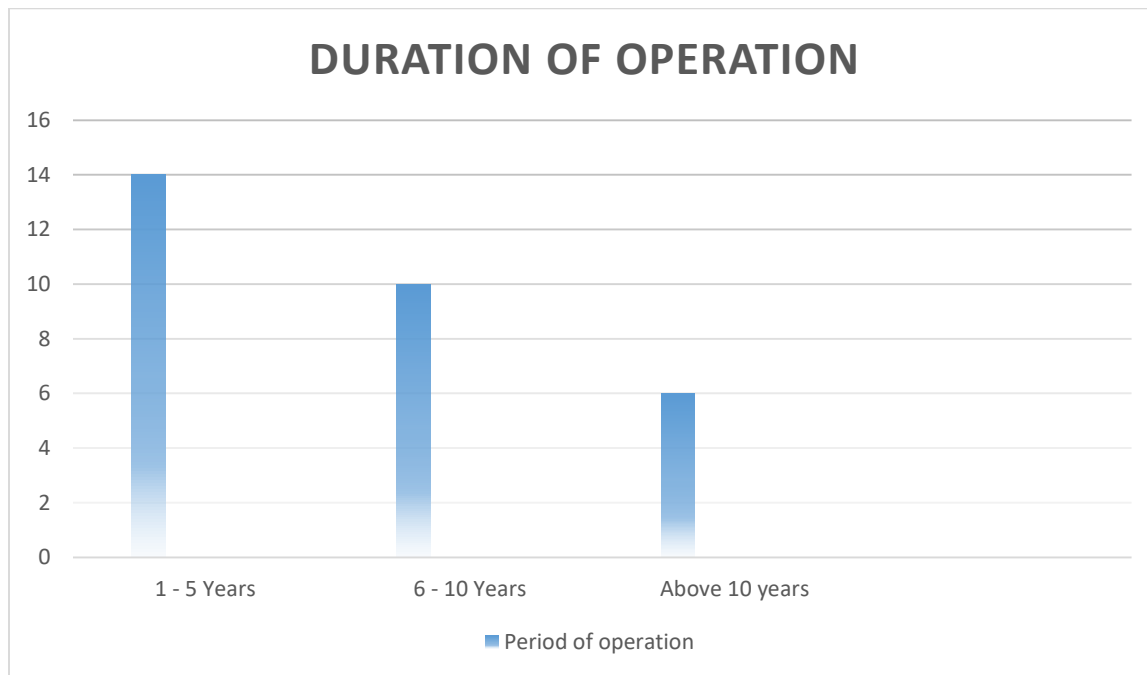


Fig4.5 Duration

Respondents' operating experiences range from one to five years for 47%, six to ten years for 33%, and more than ten years for 20%. It can be inferred from this that over 75% of them have been in operation for less than a decade. Nonetheless, 20% have been in operation for more than ten years. This outcome aligns with the findings of earlier studies. More than 60% of SMEs fail within five years due to challenges, according to Hyder & Lussier (2016).

#### 4.6 The following were the first, second, and third study objectives that guided the development of the questions in this section:

- To reveal the economic, physiological and organizational techniques employed by SMEs to survive the economic crisis
- To determine steps and ways to be considered when applying strategies to enhance profitability

- To investigate challenges that are faced by SMEs that inhibit their potential to survive.

#### 4.6 Responses on managerial survival techniques

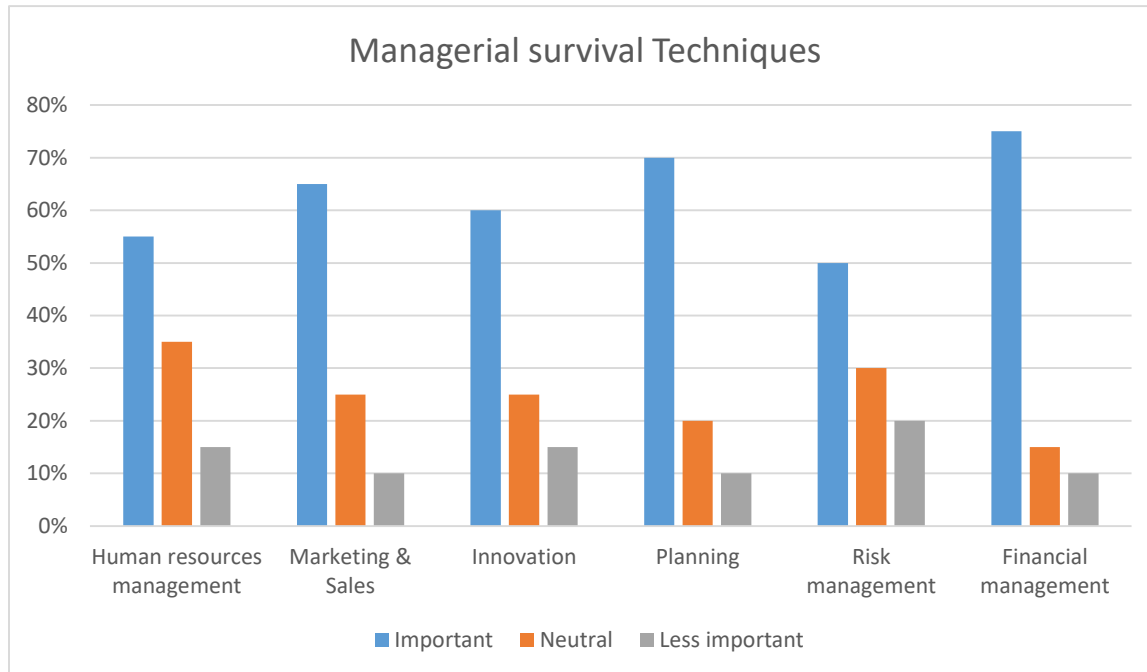


Fig4.6 Managerial Techniques

Seventy- five percent of the respondents said that having a strong financial management abilities is very important for the business to survive. In their operations seventy percent of the respondents said planning is crucial in their businesses. The importance of human resources management was emphasized by fifty-five percent of the respondents. A total of sixty percent said innovation is very important in their businesses. Sixty five percent of the respondents emphasized that marketing and sales is important while fifty percent said risk management is important.

These results align with a study from Nigeria on the critical success and failure factors of small businesses in developing countries. Results of the study indicated that respondents thought marketing had a larger influence on small businesses. Respondents also assessed financial management issues having an effect on the company's ability to survive (Sunday&Nimota,2019).

#### 4.7 Responses on marketing management survival techniques



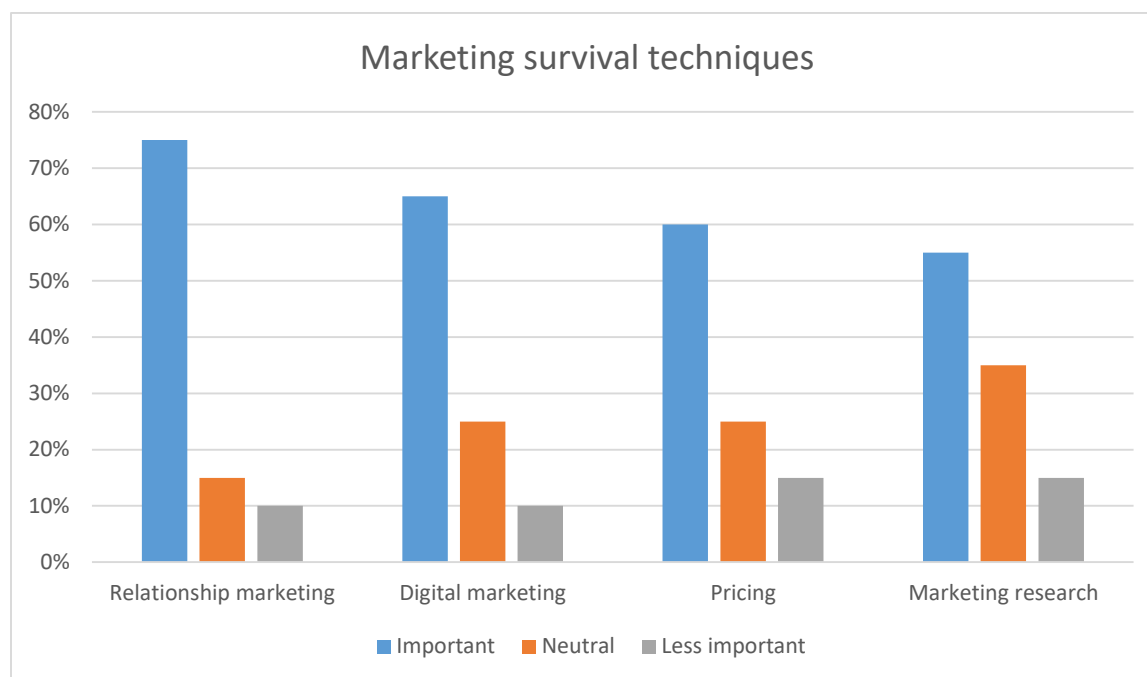


Fig4.7 Marketing Techniques

Of the respondents seventy five percent thought relationship marketing were crucial to the survival of their businesses. Sixty five percent said digital marketing is important for their businesses to survive, sixty percent of the respondents thought pricing was important and fifty five percent said market research was important for their businesses to survive.

This demonstrates the importance of relationship marketing and digital marketing as marketing management competencies. This suggest that in order to foster customer loyalty, SMEs at Mbare Siyaso should give priority to providing excellent customer service. Customer loyalty is developed through recurring purchases. This concludes that SMEs should be aware of the market in order to meet the customers' needs (Indraswari& Kusuma,2022).

Customer satisfication is a fundamental benefit of relationship marketing to gain profitability as mentioned by the respondents during interviews. This is in line with a study by Sleep' Lam & Hulland (2018) which stated that the owners of SMEs must have strategies to satisfy their

customers, remain viable and survive in the market. Most respondents showed their knowledge on the importance finding creative strategies to catch up with the prevailing marketing practices

Khajeh & Rostamzadeh (2018) posited that obtaining attention of new customers and gaining their interest can cost more than retaining existing customers. This aligned with findings at Mbare Siyaso. Respondents explained that they focus and spend their business resources on keeping existing customers satisfied with quality goods.

#### 4.8 Responses on the production management survival techniques

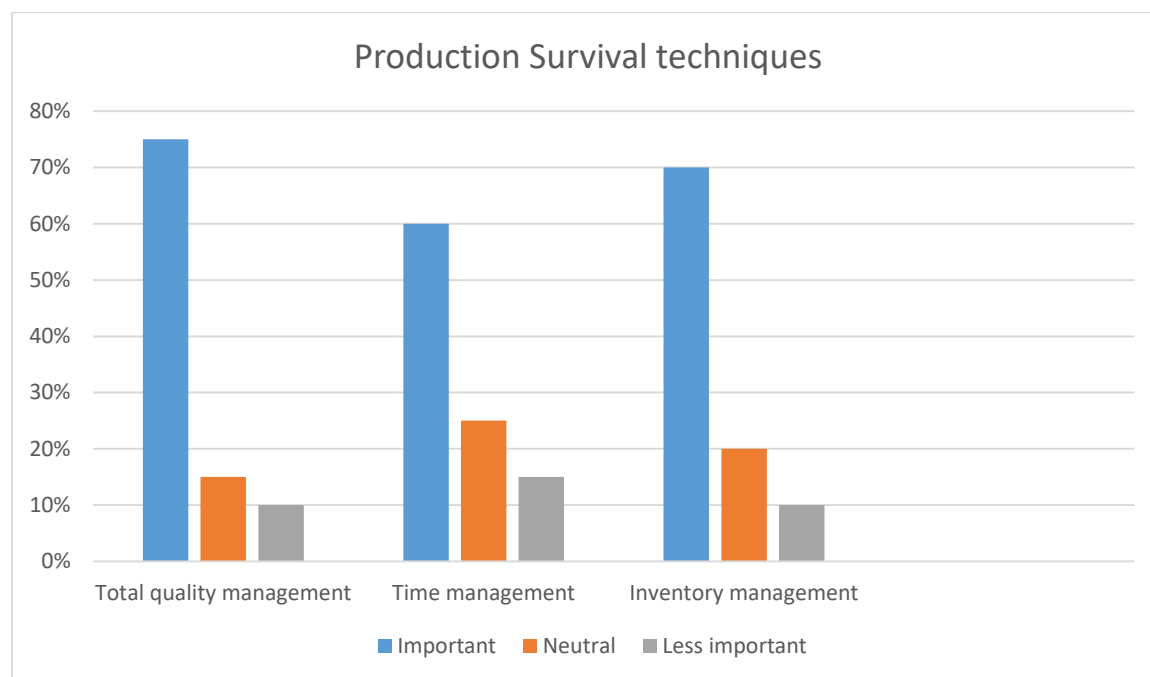


Fig 4.8 Production techniques

For business to continue surviving in the future seventy- five percent of the respondents said total quality management is crucial. Sixty percent of the respondents agreed that tie management is important for their businesses' success. Lastly seventy percent responded that inventory management is important for their businesses to survive.

The findings points to the importance of quality management and inventory management as most crucial production management competences for business success. Quality control should be

prioritized to guarantee that customers are provided with quality products (Sisanti et al,2022). Time management will lead to dependable small businesses production time which will be passed to customers in order to fulfill deadlines and customers' requests.

#### 4.9 Responses on financial management survival techniques

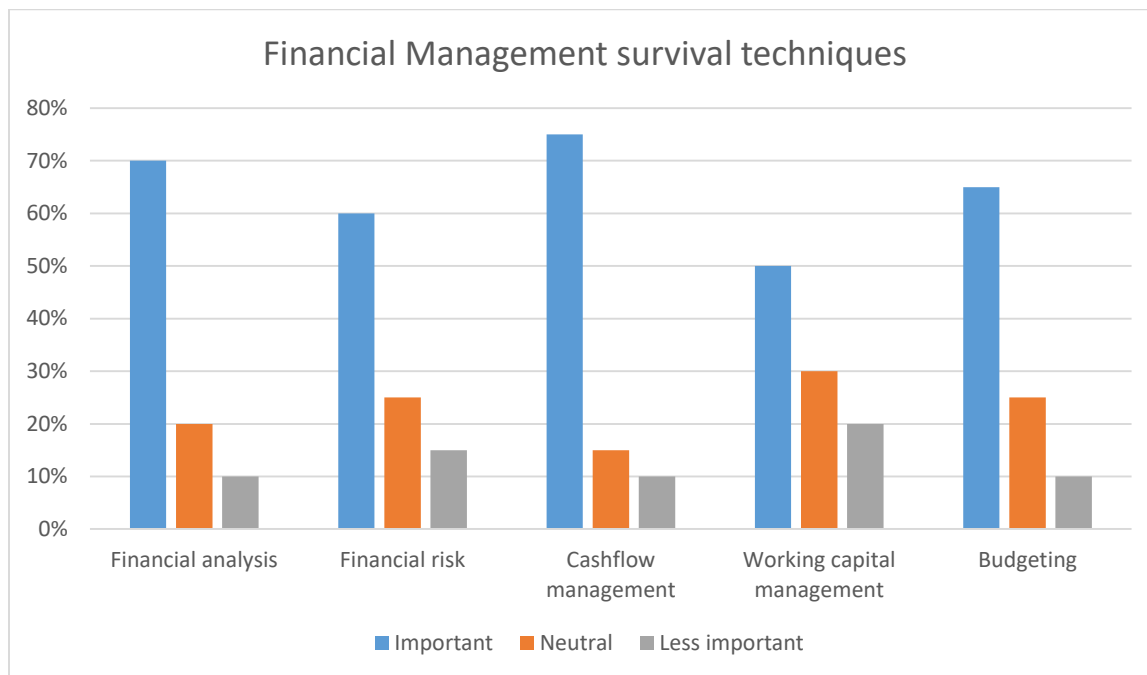


Fig4.9 Financial Techniques

Financial analysis was deemed important by seventy percent of the respondents. Seventy five percent of the respondents said that cash flow management is critical to the overall health of businesses. Working capital management was said to be important by fifty percent of the respondents. Furthermore budgeting was said to be important by sixty five percent of the respondents. Sixty percent of the respondents that financial risk was important to the survival of their businesses.

It is clear that owners or managers of SMEs have the essential knowledge of financial management practices and controls. Very few respondents revealed that they have no knowledge of financial management practices. These results align with Sibanda (2016) who stated that though small

businesses say they have financial management knowledge, they fail to apply them in their businesses.

#### **4.10 An analysis on formal record keeping on the profitability of the business.**

<b>Formal planning and book keeping</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Answered YES</b>	<b>10</b>	<b>33%</b>
<b>Answered NO</b>	<b>20</b>	<b>67%</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

Table4.2 Responses on formal record keeping

The Table above shows responses concerning formal bookkeeping. Thirty three percent indicated that they engage in formal planning and bookkeeping against sixty seven percent who stated they do not perform formal bookkeeping. These findings are in agreement with the findings of Wadesango& Mwandambira (2018) who stated that many small businesses do not follow the process of bookkeeping in their businesses. However this did not support the research by Rust and Moorman (2018) who said accounting is not essential since SMEs can focus on other activities such as marketing and still remain profitable.

#### **4.11 An analysis on the use of loans on the sustainability of a business**

<b>Company has sufficient cash to survive without getting a loan</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Answered YES</b>	<b>7</b>	<b>23%</b>
<b>Answered NO</b>	<b>23</b>	<b>77%</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

Table4.3 Responses on the use of loans for sustainability

Seventy seven percent of the respondents stated that they do not have sufficient cash to ensure business survival and they need to obtain a loan. This support findings by Mungal (2014) who discovered that seventy five percent have to obtain external funding such as a loan because retained earnings are insufficient

#### **4.12 Responses from interview questions**

Participants stated that they faced infrastructure challenges, roads are bad hence they difficulties in reaching customers. The Zimbabwe economy has made it hard for the SMEs to acquire finances which makes them to borrow from family and friends instead from the bank who sometimes charge them more interests .Most SMEs do not differentiate business and personal money so they do not have proper keeping of financial reports. This aligns with a study by Larochelle et al (2014) which stated that the Economy of Zimbabwe is not stable to the extent that the participants were not comfortable with keeping money in banks. Most Small businesses are not formally registered, most respondents stated that they play hide and seek with the Harare City council dodging them. This is not an effective technique as they cannot continue running away from the law. They end up paying heavy fines instead.

#### **4.13 Chapter Summary**

The results gathered from questionnaires and interviews have helped the researcher to reach conclusions on the specific objectives. The importance of this chapter was find out about how the Small businesses were surviving and how they managed to overcome the challenges that inhibited their success The information acquired was presented through the use of tables, pie charts and graphs. The study mainly emphasized the importance of the techniques which enabled the small businesses to survive.

## **CHAPTER V**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0. Introduction**

The chapter concludes the research and conclusions that are derived from the findings discussed in the previous chapters and with reference to the objectives in chapter one. In this chapter the researcher summarize the study, major findings and gives recommendations on the subject under study and suggests areas of further study.

#### **5.1 Summary of major findings**

The main objective of the study is to reveal the economic and organizational techniques that SMEs may use to overcome the challenges that may inhibit their potential to survive. SME survival techniques that are classified into four categories: marketing management, general management, financial management, and production management. The techniques will be discussed in the following section.

SMEs must implement strategic planning and have operational control mechanisms in place. Strategic planning will provide the company with a clear direction in its operations by outlining what needs to be done to achieve the set goals. Controlling will enable the company to compare its operational activities, identify deviations from the established standard, and correct those deviations. As a result, planning and control become the most important management functions in

SMEs' operational activities. Managers and owners of SMEs must understand their managerial roles, which include interpersonal, informational, and decisional responsibilities in the day-to-day operations of their companies. Interpersonal relationships are critical to the success of SMEs because they foster positive relationships between management and employees. This relationship is important because it boosts morale, which leads to productivity. Managers must make decisions based on both internal and external factors, making informational roles critical. Decisional roles are important because a manager's decision-making ability allows decisions to be implemented more quickly.

In today's competitive business environment, digital marketing has emerged as an essential marketing management technique for small businesses. Small to medium firms have the opportunity to interact with more clients, create brand awareness and reach a larger audience, thanks to the expanding use of digital technologies and the internet. Relationship marketing emphasizes building enduring relationships with clients, acknowledging that they are more than just one-time purchases. Prioritizing long-term value, individualized communication, and customer satisfaction helps businesses cultivate devoted clientele who act as brand ambassadors and support their continued existence.

In order to stay up to date with the latest developments in the market, consumer preferences, and industry trends, businesses should conduct market research periodically. By employing insights from market research to guide decision-making and create impactful marketing campaigns, businesses can acquire a competitive edge. A deep comprehension of the demands of the customer, the dynamics of the market, and the competitive landscape are prerequisites for effective pricing strategies. Enterprises ought to take into account expenses, value propositions, customer attitudes, and strategic goals while setting prices. Pricing strategies need to be adjusted and made sure they are in line with business goals through regular monitoring and analysis of pricing effectiveness and customer feedback.

Companies can boost output, reduce lead times, enhance on-time delivery, and attain overall operational efficiency by utilizing time management as a production management strategy. It fosters a more concentrated work environment, lowers stress levels, and enhances resource utilization. Businesses can improve their overall competitiveness in the market, minimize defects,

cut waste, and maximize resources with the help of total quality management. Organizations need a continuous improvement culture, engaged employees, and strong leadership to thrive. Effective inventory control minimizes carrying costs, minimizes the risk of obsolescence, and boosts order fulfillment rates in addition to guaranteeing that goods and materials are available when needed. It enables businesses to enhance cash flow, expedite production procedures, and boost overall operational effectiveness.

An organization's financial performance, prospects, and overall health can all be learned through financial analysis. It makes it possible for all parties involved including lenders and investors to make wise choices. It provides small company owners with a thorough grasp of their financial status, enabling them to take actions that improve their chances of surviving. By analyzing their financial health, profitability, and cost-control measures, small businesses can enhance their chances of survival and financial stability.

After conducting an investigation into the challenges faced by SMEs that inhibit their potential to survive several findings are drawn which include financial constraints. Small businesses often struggle to secure funding for their business operation, expansions and investments. This constraint hampers their ability to innovate compete and sustain growth in a dynamic market. SMEs frequently face difficulties in reaching and expanding their customer base. Limited marketing budgets, lack of brand recognition and inadequate access to distribution channels restrict their ability to compete with larger, well established companies. This limitation can impede their survival. Small businesses are particularly vulnerable to economic downturns, market fluctuations and unforeseen crises. Their limited scale and resources make them less resilient to withstand adverse economic conditions such as recessions or sudden disruptions. Lack of contingency plans and risk management strategies can amplify the impact of these challenges

## **5.2 Conclusion**

The survival of small businesses can be jeopardized by a range of factors, such as competition from larger enterprises, resource constraints, economic volatility, regulatory burdens, and technological advancements. In the long run, SMEs may find it difficult to remain viable due to these issues. On the other hand, small companies can thrive because of a few advantages.



Personalized customer service, quick response to shifting market conditions, and building stronger relationships within their workplace are all skills they regularly exhibit. In addition, new avenues for small businesses to reach clients and broaden their market reach have been made possible by technology breakthroughs and the growth of online shopping.

### **5.3 Recommendations**

SMEs need to make sure they understand every aspect of management that affects their company's ability to survive. The skills involved in managing finances, planning, customer service, marketing, and human resource procedures are among the managerial functions. Government-funded training initiatives in Zimbabwe and recurring refresher courses for staff members can help achieve this. SME collaborations with the government are necessary to obtain funds for the suggested training initiatives due to financial limitations.

#### **1. Training**

When it comes to marketing management strategies, small and medium-sized businesses (SMEs) need to regularly send staff members to customer care courses covering customer management and complaint resolution. Small businesses must create advertising cooperatives and launch collaborative advertising campaigns in order to reap the benefits of advertising and promotion while cutting costs. In order to draw clients, SMEs must also run unique promotions. SMEs need to use persuasive selling when promoting their goods. This is urging customers to purchase their products while emphasizing the advantages they offer.

In order to practice sound financial management, SME staff members must receive training in bookkeeping and financial statement preparation. SMEs need to become proficient in these methods in order to guarantee their long-term survival. SMEs also need to maintain control over their debt loads. They can achieve this by using cash to pay suppliers of their inputs, which will enable them to negotiate lower prices for their output. Reduced prices will benefit customers and make SMEs more competitive.

## **2. Alternative sources of finance**

SMEs should seek out less costly financing options than those provided by Zimbabwe's banking industry in order to lower their production costs. Small companies need to pool their financial resources by forming cooperatives and partnerships, as well as using family savings in lieu of bank loans.

## **3. Registration of businesses**

Small business owners receive a number of advantages from registering their companies. Lending institutions are required to deal with registered businesses, which facilitates access to finance. The weight of fines and evictions from the Harare city council will be lifted. Due to their payment of operating licenses, this will also help the economy as a whole. Government registration procedures for small businesses should also be made simpler.

## **4. Economic initiatives**

The economic initiatives of Zimbabwe must be made available and reachable to all small and medium-sized businesses located in Harare. Since they are the main parties impacted by these policies, the government must also take these SMEs into consideration when developing policies for the SMEs sector. This can be done by organizing a workshop with managers and owners of businesses to talk about problems that they face on a daily basis and obstacles that could affect their long-term sustainability. In order to represent the SME sector in direct negotiations with the government, the Zimbabwean government must also form a SME association. It is imperative to put policies in place that guarantee these SMEs receive accountability when they receive government support. In order to increase awareness of the services available to SMEs, supporting organizations like the Small and Medium Enterprise Development Corporation (SMEDCO) should initiate outreach initiatives. SMEs in the manufacturing sector should also be made aware of these organizations. They will be able to utilize the resources of supporting organizations and the government, this will result in the growth of long-term entrepreneurial endeavors. Addressing the skills gap is a critical role that supporting institutions must play in enhancing the long-term sustainability of SMEs.

## 5.4 Areas for further research

The study's conclusions offer some directions for further research. First, more investigation could be done to ascertain whether the results of this study hold true for different industries. To determine whether the results can be applied to the entire nation, the study should also be conducted again in various sectors and in other areas of Zimbabwe. Lastly, for comparative purposes, this study might be repeated in other African countries.

## Reference List

- Abedis, S., & Bakare, N. (2013). *Survival strategies and sustainability of small and medium enterprises in a volatile environment*. Management Dynamics in the knowledge economy. 7.553-570.
- Adam, N. A., & Alarifi, G. (2021). *Innovation practices for survival of small and medium enterprises (SMEs) in the covid 19 times : The role of external support*. Journal of innovation and entrepreneurship 15(10), 1-10. <https://doi.org/10.1186/513731-021-00156-6>.
- Afrifa, G. A., & Taurigana, V. (2015). Corporate governance and performance of UK listed small and medium enterprises. Corporate Governance: The International Journal
- Agwu, M. E., & Afieroho, E. (2016). *Impact of product quality management on the growth of small and medium sized enterprises*. European journal of social sciences, 52, 175-190
- Ahmedova, S. K. (2015). Factors for increasing the competitiveness of small and medium-sized enterprises (SMEs) in Bulgaria. Procedia – Social and Behavioral Sciences, 195, 1104-1112. Doi:10.1108/ajems-03-2013-0033
- Ajibola, P., & Afolabi, A. O., Olanewaju, P. & ABBA, T. (2022). *Survival strategies of small scale construction firms during a recessive economy sustainability approach*. AIP conference proceedings 2437. Retrieved on 8 October 2023

Akazeze, N., & Akazeze, C. (2017). *Exploring the survival strategies for small business ownership in Nigeria*. Australian journal of business and management research 5.35-48. doi:52283/NSWRCA AJBMR 20160507A04

Akinboade, O. A. (2015). Determinants of SMEs growth and performance in Cameroon's central and littoral provinces' manufacturing and retail sectors. *African Journal of Economic and Management studies*, 6, 183-196. Doi:10.1108/ajems-03-2013-0033

Arafah, L. (2016). An entrepreneurial key competencies' model. *Journal of Innovation and Entrepreneurship*, 5(1), 1-26. Doi:10.1186/s13731-016-0048-6

Asongu, S. A., & Tchamyou, V. S. (2016). The impact of entrepreneurship on knowledge economy in Africa. *Journal of Entrepreneurship in emerging Economies*, 8, 101-131. Doi:10.1108/jeee-08-2015-0045

Austin, M. J., & Nauta, M. M. (2015). Entrepreneurial role-model exposure, self-efficacy, and women's entrepreneurial intentions. *Journal of Career Development*, 43, 260-272. doi:10.1177/0894845315597475

Avina, D. A., & Adikara, H. K. (2016). Factors attributing to outwards direct investments from developing countries to developed countries: Evidence from China and India. *Asia Pacific Management and Business Application*, 5, 97-108. doi:10.21776/ub.apmba.2016.005.02.4

Barazandeh, M., Parvizian, K., Alizadeh, M., & Khosravi, S. (2015). Investigating the effect of entrepreneurial competencies on business performance among early stage entrepreneur's global entrepreneurship monitor (GEM 2010 survey data). *Journal of Global Entrepreneurship Research*, 5(1), 1-12. doi:10.1186/s40497015-0037-4

Barkhatov, V., Pletnev, D., & Campa, A. (2016). *of Business in Society*, 15, 719-733. doi:10.1108/cg-03-2015-0029

Bliemel, M. J., McCarthy, I. P., & Maine, E. M. (2016). Levels of multiplexity in entrepreneur's networks: Implications for dynamism and value creation. *Entrepreneurship Research Journal*, 6, 242-272. doi:10.1515/erj-2015-0001

Brem, A., Maier, M., & Wimschneider, C. (2016). Competitive advantage through innovation: The case of Nespresso. *European Journal of Innovation Management*, 19, 133-148. doi:10.1108/ejim-05-2014-0055

Brown, J., Dillard, J., Hopper, T., Byrch, C., Milne, M. J., Morgan, R., & Kearins, K. (2015). Seeds of hope? Exploring business actors' diverse understandings of sustainable development. *Accounting, Auditing & Accountability Journal*, 4, 61-84. doi:10.1108/AAAJ-08-2013-1438

Bryman, A. and Bell, E. (2015). *Business Research Methods*, 4<sup>th</sup> Edition, Oxford University Press

Campbell, J. M., & Park, J. (2017). Extending the resource based view: Effects of strategic orientation toward community on small business performance. *Journal of Retailing and Consumer Services*, 34, 302-308. Doi:10.1016/j.jretconser.20160103

Cassia, L., & Minola, T. (2012). Hyper-growth of SMEs: Toward a reconciliation of entrepreneurial orientation and strategic resources. *International Journal of Entrepreneurial Behavior & Research*, 18(2), 179-197. Doi:10.1108/13552551211204210

Coulibaly, S. K., Erbao, C., & Metuge, M. T. (2018). Economic globalization, entrepreneurship, and development. *Technological Forecasting and Social Change*, 127, 271-280. doi:10.1016/j.techfore.2017.09.028

Creswell, J. W. (2013). *Qualitative enquiry and research design: Choosing among five approaches*, Thousand Oaks, CA : Sage Publications

Darcy, C., Hill, J., McCabe, T. J., & McGovern, P. (2014). A consideration of organizational sustainability in the SME context: A resource-based view and composite model. *European Journal of Training and Development*, 38, 398-414. doi:10.1108/EJTD-10-2013-0108

Dey, P., & Mason, C. (2018). Overcoming constraints of collective imagination: An inquiry into activist entrepreneuring, disruptive truth-telling and the creation of 'possible worlds'. *Journal of*

Business Venturing, 33, 84-99.

Efferin, S., & Hartono, M. S. (2015). Management control and leadership styles in a family business. *Journal of Accounting & Organizational Change*, 11, 130-159. doi:10.1108/jaoc-08-2012-0074

Efferin, S., & Hartono, M. S. (2015). Management control and leadership styles in a family business. *Journal of Accounting & Organizational Change*, 11, 130-159. Doi: 10.1108/jaoc-08-2012-0074

Fatoki, O. (2018). The impact of entrepreneurial resilience on the success of small and medium enterprises in South Africa. *Sustainability*, 10(7), 2527-2539. Doi:10.3390/su10072527

Fatoki, O. O. (2011). *The impact of human, social and financial capital on the performance of small and medium sized enterprises in South Africa*. *Journal of social science* 29(3):193-204.

Ferreira, J., Coelho, A., & Moutinho, L. (2018). Dynamic capabilities, creativity and innovation capability and their impact on competitive advantage and firm performance: The moderating role of entrepreneurial orientation. *Technovation*. Doi:10.1016/j.technovation.2018.11.004

Fetters, M. D. (2016). Haven't we always been doing mixed methods research? Lessons learned from the development of the horseless carriage. *Journal of Mixed Methods Research*, 10 (1), 3-11. <https://doi.org/10.1177/1.558689815620883>

Gancarczyk, M., Gancarczyk, J., & Bohatkiewicz, J. (2017). SME roles in modular value chains: Perspectives for growth and innovativeness. *Entrepreneurial Business and Economics Review*, 5, 95-117. doi:10.15678/eber.2017.050305

García-Palma, M. B., & Molina, M. I. (2016). Knowledge and female entrepreneurship: A competence and social dimension. *Suma de Negocios*, 7, 32-37. doi:10.1016/j.sumneg.2015.12.005

Gathungu, J. M., & Ndungi, E. N. (2018). *Corporate entrepreneurship, strategic management, external environment and performance of insurance companies in Nairobi Kenya*. *Journal of business management* 4(1).

Gebremariam, F. M. (2017). Factors affecting the growth of women-operated micro and small enterprises (MSEs) in Ethiopia. *Universitepark Bulten*, 6, 56-66. doi:10.22521/unibulletin.2017.61.5

Gudda,P.(2017).*Clustering and product innovative : A literature review on SMEs in Kenya*. *International journal of academic research in economics and management sciences* Vol 6 No. 4 ISSN2226-3624.

Gümüşay, A. A., & Bohné, T. M. (2018). Individual and organizational inhibitors to the development of entrepreneurial competencies in universities. *Research Policy*, 47, 363-378. doi:10.1016/j.respol.2017.11.008

Gupta, N., & Mirchandani,A. (2018). Investigating entrepreneurial success factors of women-owned SMEs in UAE. *Management Decision*, 56(1), 219-232. Doi:10.1108/MD-04-2017-0411

Ha, T. T., Chau, N. N., & Hieu, N. T. (2016). The impact of governance on entrepreneurship development in ASEAN+1 Countries: Evidence from World Bank Datasets. *Modern Economy*, 7, 515-525. doi:10.4236/me.2016.75056

Hassan, B., & Mohamed, B. (2015). Role of SMEs in the economic and social development: Case of terroir products in Souss Massa Draa Region, Morocco. *Advances in Economics and Business*, 3, 340-347. doi:10.13189/aeb.2015.030807

Hazudin, S. F., Kader, M. A., Tarmuji, N. H., Ishak, M., & Ali, R. (2015). Discovering small business start-up motives, success factors and barriers: A gender analysis. *Procedia Economics and Finance*, 31, 436-443. doi:10.1016/s22125671(15)01218-6

Healy, B., O'Dwyer, M., & Ledwith, A. (2018). An exploration of product advantage and its antecedents in SMEs. *Journal of Small Business and Enterprise Development*, 25(1), 129-146. doi:10.1108/JSBED2017-0206

Healy,B., O'Dwyer,M., & Ledwith, A. (2018). An exploration of product advantage and its antecedents in SMEs. *Journal of Small Business and Enterprise Development*,25(1), 129-146. Doi:10.1007/s11187-016-9733-x

Hinterhuber, A., & Liozi, S. M. *Is it time to rethink your pricing strategy?* MIT Sloan Management Review. 2012;53(4)69-77(Google Scholar).

Hughes, S. (2014). Research and education. <https://socialtheoryapplied.com.Routledge>

Hyder, S., & Lussier, R. (2016). Why businesses succeed or fail: a study on small businesses in Pakistan, *Journal of Entrepreneurship in Emerging Economies*, 8(1), 82-100. doi:10.1108/JEEE-03-2015-0020

Hyder,S., & Lussier, R. N. (2016). Why businesses succeed or fail: a study on small business in Pakistan *Journal of Entrepreneurship in Emerging Economies*, 8, 82-100, doi: 10.1108/jeee-03-2015-0020

Ifekwem, N., & Ogundeinde Adedamola, O. (2016). Survival strategies and sustainability of small and medium enterprises in the Oshodi-Isolo local government area of Lagos State. *Economics and Business*, 4(1), 103-118. doi:10.1515/auseb-2016-0006.

Indraswari, A., & Kusuma, H. (2022). *Analysis of the utilisation of go-food applications for revenue of restaurant business owners in Sawojajar Kelurahan Malang City*. *Journal of Economics*, 2(1)63-73.Retrieved on 8 October 2023

Ingley, C., Khelif, W., & Karoui, L. (2016). SME growth trajectories, transitions, and board role portfolios: A critical review and integrative model. *International Small Business Journal*, 35, 729-750. doi:10.1177/0266242616680280

Inigo, E. A., & Albareda, L. (2019). Sustainability oriented innovation dynamics: Levels of dynamic capabilities and their path-dependent and self-reinforcing logics. *Technological Forecasting & Social Change*, 139, 334-351. doi:10.1016/j.techfore.2018.11.023

Julienti, L., Baka, A.,&Ahmad, H. (2010).*Assessing the relationship between firm resources and product innovation performance*. A resource based view *Business process management journal*, Vol16 Iss3 pp. 420-435.



Kabir, S. M. S. (2016). *Methods of Data Collection Basic guidelines for research: An Introductory Approach for. All disciplines* (first ed .,pp.201-275)

Kay, J. (2018). Theories of the firm. *International Journal of the Economics of Business*, 25(1), 11-17. doi:10.1080/13571516.2017.1402468

Keskin, G., Gümüşsoy, S., & Aktekin, E. (2015). Entrepreneurship: Is it an addiction? *Procedia - Social and Behavioral Sciences*, 195, 1694-1697. doi:10.1016/j.sbspro.2015.06.259

Khosa, M. R., & Kalitanyi, V. (2017). Defining success of African immigrant-owned small businesses in Cape Town, South Africa. *Problems and Perspectives in Management*, 14, 46-54. doi:10.21511/ppm.14(3).2016.04

Kim, K. (2018). Proactive versus reactive corporate environmental practices and environmental performance. *Sustainability*, 10(97), 1-19. doi:10.3390/su10010097

Kloviene, L., & Speziale, M. (2015). Is performance measurement system going towards sustainability in SMEs? *Procedia - Social and Behavioral Sciences*, 213, 328-333. doi:10.1016/j.sbspro.2015.11.546

Kulemeka, P. J., Kululanga, G., & Morton, D. (2015). Critical factors inhibiting performance of small- and medium-scale contractors in Sub-Saharan region: A case for Malawi. *Journal of Construction Engineering*, 1(1), 1-17. doi:10.1155/2015/927614

Kumar, R.(2014). *Research Methodology* , 3rd Edition, Sage Publications, London: UK

Kusi, A., Opata, C. N., & Narh, T. W. J. (2015). Exploring the factors that hinder the growth and survival of small businesses in Ghana: A case study of small businesses within Kumasi Metropolitan Area. *American Journal of Industrial and Business Management*, 5, 705-723. doi:10.4236/ajibm.2015.511070

LaMarca, N. (2011). *The Liked Scale*

Lampadarios, E. (2017). A qualitative perspective of enterprise success factors for SMEs: A case study in the UK chemical distribution industry. *Case Studies in Business and Management*, 4, 1258-1270. doi:10.5296/csbm.v4i1.10359

Legas, H. (2015). Challenges to entrepreneurial success in Sub-Saharan Africa: A comparative perspective. *European Journal of Business and Management*, 7, 23-35. Retrieved from <http://www.iiste.org>

Liu, L. (2016). Using generic inductive approach in qualitative educational research: A case study analysis. *Journal of Education and Learning*, 5, 129-135. doi:10.5539/jel.v5n2p129

Majoni, T. , Mutunhu,J., & Chaderopa,B. (2016). SME's policies and challenges: A comparative analysis of Zimbabwe and South Korea. *International Journal of Scientific research and Research Publications*,6,377-384

Majoni, T., Mutunhu, J., & Chaderopa, B. (2016). SME's policies and challenges: A comparative analysis of Zimbabwe and South Korea. *International Journal of Scientific and Research Publications*, 6, 377-384. Retrieved from <http://www.ijsrp.org>

Maresch, D., Harms, R., Kailer, N., & Wimmer-Wurm, B. (2016). The impact of entrepreneurship education on the entrepreneurial intention of students in science and engineering versus business studies university programs. *Technological Forecasting and Social Change*, 104, 172-179. doi:10.1016/j.techfore.2015.11.006

Margaretha, F., & Supartika, N. (2016). Factors affecting profitability of small medium enterprises (SMEs) firm listed in Indonesia stock exchange. *Journal of Economics, Business and Management*, 4, 132-137. doi:10.7763/joebm.2016.v4.379

Maxwell, J.A. (2016). Expanding the history and range of mixed methods of research. *Journal of Mixed Methods Research*,10(1),12-27 <https://doi.org/10.1177/.558689815571132>

McPhee, W. (2014). A new sustainability model: Engaging the entire firm. *Journal of Business Strategy*, 35, 4-12. doi: 10.1108-JBS-11-2013-0106

Mohammed, K., Ibrahim, H. I., & Shah, K. A. (2017). Empirical evidence of entrepreneurial competencies and firm performance: A study of women entrepreneurs of Nigeria. *International Journal of Entrepreneurial Knowledge*, 5, 49-61. doi:10.1515/ijek2017-0005

Moyo, B., & Mandizwidza-Moyo, E. (2017). SMEs management practices in a hostile business environment in Zimbabwe. *Journal of Entrepreneurship and Business Innovation*, 4, 14-26. doi:10.5296/jebi.v4i1.10722

Muller, A. L., & Pflieger, R. (2014). Business transformation towards sustainability. *Business Research*, 7, 313-350. doi: 10.1007/s40685-014-0011-y.

Muller, P., Devnani, S., Julius, J., Cagliardi, D., & Marzocchi, C. (2016). Annual Report on European SMEs 2015/2016. European Commission. [https://ec.europa.eu/jrc/sites/jrcsh/files/annual\\_report\\_eu\\_smes\\_2015-16](https://ec.europa.eu/jrc/sites/jrcsh/files/annual_report_eu_smes_2015-16). Pdf

Mungozhi, F., & Hlabiso, G. (2017). Determinants of small to medium enterprises' success or failure: An ex-post appraisal of start-up business by young entrepreneurs in Zimbabwe. *The International Journal of Humanities & Social Studies*, 5, 35-46. Retrieved from <http://theijhss.com>

Nason, R. S., & Wiklund, J. (2018). An assessment of resource-based theorizing on firm growth and suggestions for the future. *Journal of Management*, 44, 34-60. doi:10.1177/0149206315610635

Navickas, V., Krajnakova, E., & Navikaite, A. (2015). Paradigm shift of small and medium-sized enterprises competitive advantage. *Engineering Economics*, 26, 327-332. doi:10.5755/j01.ee.26.3.660

Ndikubwimana, P. (2016). The role of financial institutions in promoting innovation of SMEs in Rwanda: An Empirical Review. *British Journal of Economics, Management & Trade*, 14(2), 1-14. doi:10.9734/bjemt/2016/2674631.

Nuryadin, S. (2016). A study of students' understanding of corporate social responsibility concepts at post

graduate program Universitas Negeri Jakarta. *International Journal of Education and Research*, 4, 193-200. Available at: <https://www.ijern.com/Archives.php>

O'Connor, C., & Kelly, S. (2017). Facilitating knowledge management through filtered big data: SME competitiveness in an agri-food sector. *Journal of Knowledge Management*, 21, 156-179. doi:10.1108/jkm-08-2016-0357

Odoom, R. (2016). Brand-building efforts in high and low performing small and medium-sized enterprises (SMEs). *Journal of Small Business and Enterprise*

Osunde, C. (2016). Strategies for economic growth: Micro, small and medium enterprises in rural areas of Nigeria. *Business and Economics Journal*, 7(4), 2-4. doi:10.4172/2151-6219.1000259 Prieger, J. E., Bampoky, C., Blanco, L. R., & Liu, A. (2016). Economic growth and the optimal level of entrepreneurship. *World Development*, 82, 95-109. doi:10.1016/j.worlddev.2016.01.013

Panigrahi, R. (2016). Impact of entrepreneurial skills on success of micro-entrepreneurs: A case of Jharkhand region in India. *Global Business Review*, 17, 238-240. doi:10.1177/0972150915610847

Papulová, Z., & Papula, J. (2015). Entrepreneurship in the eyes of the young generation. *Procedia Economics and Finance*, 34, 514-520. doi:10.1016/s22125671(15)01662-7

Ramukumba, T. (2014). Overcoming SME challenges through critical success factors: A case of SMEs in the Western Cape Province, South Africa. *Economic and Business Review for Central and South-Eastern Europe*, 16, 19-38. Retrieved from <https://www.ebrjournal.net/>

Ramukumba, T. (2014). Overcoming SME challenges through critical success factors: A case of SMEs in the Western Cape Province, South Africa. *Economic and Business Review for Central and South-Eastern Europe*, 16, 19-38. Retrieved from <https://www.ebrjournal.net/>

Ren, S., Eisingerich, A. B., & Tsai, H. (2015). How do marketing, research and development capabilities, and degree of internationalization synergistically affect the innovation performance of small and medium-sized enterprises (SMEs)? A panel data study of Chinese SMEs. *International Business Review*, 24, 642-651. doi:10.1016/j.ibusrev.2014.11.006

Ribeiro-Soriano, D. (2017). Small business and entrepreneurship: their role in economic and social development. *Entrepreneurship & Regional Development*, 29(2), 1-3. doi:10.1080/08985626.2016.1255438

Roncaglia, I. (2016). A practitioner's perspective of multidisciplinary teams: Analysis of potential barriers and key factors for success. *Psychological Thought*, 9(1), 15-23. doi:10.5964/psyc.v9i1.145

Roy, A., Maxwell, L., & Carson, M. (2014). How is social media being used by small and medium-sized enterprises? *Journal of Business & Behavioral Sciences*, 26(2), 127-137. Retrieved from <http://asbbs.org/jsbbs.S>

Sachitra, V. (2016). Review of competitive advantage measurements: Reference on Agribusiness Sector. *Journal of Scientific Research and Reports*, 12(6), 1-11. doi:10.9734/jsrr/2016/30850

Sadeghi, A. (2018). Success factors of high-tech SMEs in Iran: A fuzzy MCDM approach. *The Journal of High Technology Management Research*, 29, 71- 87. doi:10.1016/j.hitech.2018.04.007

Saunders, M.N.K., Lewis, P & Thornhill, A. (2015). *Research Methods for business students* (7<sup>th</sup> ed). Essex, England: Pearson Education Limited

Saunders, M. (2013). *Research Methods for Business Students*. Oxford London

Seeletse, S., & MaseTshaba, M. (2016). How South African SMEs could escape 'the heavyweight knockouts'. *Public and Municipal Finance*, 5, 40-47. doi:10.21511/pmf.5(2).2016.04

Seo, Y. W., & Chae, S. W. (2016). Market dynamics and innovation management on performance in SMEs: Multi-agent simulation approach. *Procedia Computer Science*, 91, 707-714. doi:10.1016/j.procs.2016.07.060

Shin, K., Park, G., Choi, J. Y., & Choy, M. (2017). Factors affecting the survival of SMEs: A study of biotechnology firms in South Korea. *Sustainability*, 9, 108-126. doi:10.3390/su9010108

Shuttleworth, M. (2015). Descriptive research Design at Explorable.com: <https://explorable.com/descriptive-research-design>

Singh, A. S. (2014). Conducting case study research in non-profit organizations. *Qualitative market research. An International Journal*, 17, 77-84.

Stephen, L., Olsen, K. B., Ian, S. L., & Hasle, P. (2015). Managing safety in small and medium enterprises. *Safety Science*, 71, 189-196. doi:10.1016/j.ssci.2014.11.007

Stock, R. M. (2014). *How should customers be integrated for effective Interorganisational NPD teams? An input-process-output perspective*. *Journal of product innovation and management* 31(3):535-51.

Suárez-Ortega, S. M., García-Cabrera, A. M., & Knight, G. A. (2016). Knowledge acquisition for SMEs first entering developing economies: Evidence from Senegal. *European Journal of Management and Business Economics*, 25(1), 22-35. doi:10.1016/j.redee.2015.10.002

Susanti, R., Wardiningsih, S. S., & Sunarso, . (2022). *Supporting factors of Micro, small and medium enterprises online food delivery during the new normal covid 19 pandemic*. *American International journal of business management*, 5(3)66-75.

Sven, F., Monika, C., & Sabine, K. (2019). *How pricing teams develop effective pricing strategies and new products*. *Journal of product innovative management* 36(1)66-86.

Taherdoost, H. (2021). *Handbook on Research skills: The Essential step-By-step. Guide on how to do a research project*

Taneja, S., Pryor, M. G., & Hayek, M. (2016). Leaping innovation barriers to small business longevity. *Journal of Business Strategy*, 37, 44-51 doi:10.1108/JBS12-2014-0145

Teece, D. J., Peteraf, M., & Leih, S. (2016). Dynamic capabilities and organizational agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, 58(4), 13-35. doi:10.1525/cmr.2016.58.4.13

Tinarwo, R. (2016). An investigation into the challenges faced by small to medium enterprises in Zimbabwe: A case of Gazaland market. *IOSR Journal of Business and Management*, 18, 148-153. doi:10.9790/487x-180902148153

Urbano, D., & Aparicio, S. (2016). Entrepreneurship capital types and economic growth: International evidence. *Technological Forecasting and Social Change*, 102, 34-44. doi:10.1016/j.techfore.2015.02.018

Vilcov, N., & Dimitrescu, M. (2015). Management of entrepreneurship education: A challenge for a performant educational system in Romania. *Procedia - Social and Behavioral Sciences*, 203, 173-179. doi:10.1016/j.sbspro.2015.08.278

Volchek, D., Saarenketo, S., & Jantunen, A. (2015). Structural model of institutional environment influence on international entrepreneurship in emerging economies. *Institutional Impacts on Firm Internationalization*, 41, 190-216. doi:10.1057/9781137446350\_9

Wagner, B., & Svensson, G. (2014). A framework to navigate sustainability in business networks: The transformative business sustainability (TBS) model. *European Business Review*, 26, 340-367. doi:10.1108/EBR-12-2013-0146.

Wang, Y. (2016). What are the biggest obstacles to the growth of SMEs in developing countries? – An empirical evidence from an enterprise survey. *Borsa Istanbul Review*, 16, 167-176. doi:10.1016/j.bir.2016.06.00

Williams, C. C., Martinez-Perez, A., & Kedir, A. M. (2016). Informal entrepreneurship in developing economies: The impacts of starting up unregistered on firm performance. *Entrepreneurship Theory and Practice*, 41, 773-799. doi:10.1111/etap.12238

Wolff, J. A., Pett, T. L., & Ring, J. K. (2015). Small firm growth as a function of both learning orientation and entrepreneurial orientation. *International Journal of Entrepreneurial Behaviour & Research*, 21(5), 709-730. doi:10.1108/IJEBr-12-2014-0221.

Wu, C., & Huarng, K. (2015). Global entrepreneurship and innovation in management. *Journal of Business Research*, 68, 743-747. doi:10.1016/j.jbusres.2014.11.022

Yurtseven, M. K., & Buchanan, W. W. (2016b). Decision making and systems thinking: Educational issues. *American Journal of Engineering Education (AJEE)*, 7, 19-28. doi:10.19030/ajee.v7i1.9682

Zahra, S. A., & Wright, M. (2015). Understanding the social role of entrepreneurship. *Journal of Management Studies*, 53, 610-629. doi:10.1111/joms.12149

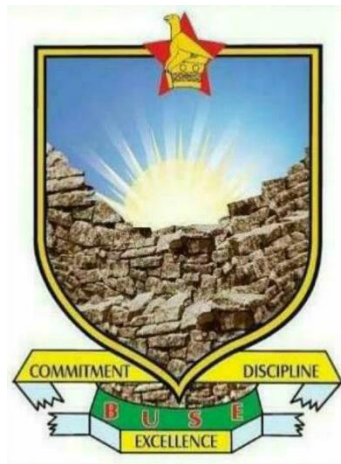
Ziskin, M. B. (2019). Critical discourse analysis and critical qualitative inquiry: data analysis strategies for enhanced understanding of inference and meaning. *International Journal of Qualitative Studies in Education* 9QSE), 32(6), 606-631. doi:10.1287/orsc.13.3.339.2780

Zohrab, M. (2013). Mixed Method Researcharch: Instruments, Validity, Reliability and Report findings Academy Publishers Manufactured in Finland Vol 3

Zvarivadza, T. (2018). Artisanal and Small-Scale Mining as a challenge and possible contributor to Sustainable Development. *Resources Policy*, 56, 49-58. doi:10.1016/j.resourpol.2018.01.009



## **APPENDICIES**



Appendix A , Cover letter

Bindura University of Science Education

P.Bag 1020

Bindura

27 March 2024

TO WHOM IT MAY CONCERN

Dear Sir / Madam

REF: PERMISSION TO CONDUCT RESEARCH AT YOUR COMPANY

My name is.....a fourth year undergraduate at Bindura University studying Bachelor of Commerce Honors Degree in Accountancy. The department requires me to conduct research during my final semester of study. My research is titled Survival techniques of SMEs in Zimbabwe : An analysis of Siyaso Mbare. I respectfully request your permission to conduct interviews and distribute questionnaires as part of my research

The highest level of confidentiality will be maintained and research findings will be kept private , any findings will be used solely for academic purposes.

Your assistance will be greatly appreciated

Yours faithfully

(B201060B)

## Research questionnaire

### Instructions

1. For the Likert scale tick appropriate block
2. For the open ended questions express yourself freely

### Biographical information

The goal of this section is to provide an overview of the company and the respondent

<b>Gender</b>	
<b>Age</b>	
<b>Status</b>	
<b>Legal status of the business</b>	
<b>Educational qualifications</b>	
<b>Operational period</b>	
<b>Products</b>	

**Question 1 :** Number of employees when you opened your company .....

**Question 2 :** Number of employees that are currently employed ? .....

**Question 3:** Is your company managed by its owners?

**YES**

☐

**NO**

☐

**Question 4:** Is the company formally registered?

YES

☐

NO

☐

Answer the following questions by ranking the different options on a Likert scale of 1-5 where

**1 = Important**

**2 = Neutral**

**3 = Less important**

<b>Question 5</b> <b>Which of the following managerial functions are essential to your company</b>	<b>1</b>	<b>2</b>	<b>3</b>
• <b>Human resource management</b>			
• <b>Financial management</b>			
• <b>Planning</b>			
• <b>Risk management</b>			
• <b>Innovation</b>			
• <b>Marketing and sales</b>			

**Question 6**

**Does your company engage in formal planning and formal record keeping?**

YES

☐

NO

☐

**Question 7**

**Does your company have sufficient cash to ensure survival without getting a loan?**

YES

☐

NO

☐

In order to respond the following questions, rank each of the available options on the likert scale from 1 to 3.

**1 = Important**

**2 = Neutral**

**3 = Less important**

<b>Question 8</b> Which of the following abilities in financial management is critical to the survival of your company	<b>1</b>	<b>2</b>	<b>3</b>
• Cashflow management			
• Budgeting			
• Financial risk			
• Working capital management			
• Financial analysis			
<b>Question 9</b> For your company to survive which of the following marketing management skills are essential?	<b>1</b>	<b>2</b>	<b>3</b>
• Digital marketing			
• Relationship marketing			
• Market research			
• Pricing			
<b>Question 10</b> Which of the following abilities are crucial for production management	<b>1</b>	<b>2</b>	<b>3</b>
• Total quality management			
• Time management			
• Inventory management			

**Thank you**

**Interview Guide**

- What are the challenges that you are facing which may put your business at risk of surviving?**
- How has been your business surviving for the past years?**
- Are there any changes in the strategies implemented recently and pas years?**
- Has the government helped in any way to help your business to survive?**

**END**

