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Strategic Planning and Performance of Women's Small Sized Business in Rwanda: A Case of Kigali City

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Abstract

This research explored the effect of strategic planning practices on performance of women in small and medium enterprises in Kigali City, Rwanda. Specifically, the study determined effect of vision strategy on women entrepreneurs' performance in small and medium enterprises from Kigali City, to analyze effect of growth strategy on women entrepreneurs' performance in small and medium enterprises from Kigali City, and to ascertain effect of competitive strategy on women entrepreneurs' performance in small and medium enterprise from the Kigali City. The researcher used resource-based view theory, institutional theory, and upper echelon theory. A descriptive and analytical design where the mixed approach was adopted. The target population was 478 persons. The sample size was 218 respondents and five key informants. Results to the first objective revealed a positive association between guiding customers and sales ($r=0.320^{**}$, $p\text{-value}=0.001$), investment ($r=0.317$, $p\text{-value}=0.001$). Significant correlation between for clear reason vibrant goal and specific objectives ($r=0.408^{*}$, $p\text{-value}=0.048$), and with profit ($r=0.716$, $p=0.000$). Results on the correlation between vibrant goal and specific objectives and dependent variables, indicate a significant correlations between vibrant goal and specific objectives and sales ($r=.407^{**}$, $p=0.000$), investment ($r=0.538$, $p=0.000$). Results to second objectives felt positive association between volunteering strategies with sales ($r=0.424^{**}$, $p=0.000$), investment ($r=0.740^{**}$, $p=0.000$), profit ($r=0.484^{**}$, $p\text{-value}=0.000$). Findings from the third objective felt significant association between the mark cost concertation and sales ($r=0.244^{**}$, $p=0.013$), investment ($r=0.322^{*}$, $p=0.001$) with profit ($r=0.270^{*}$, $p=0.006$). A positive high significance was established between acquiring same sector with sales ($r=0.181^{*}$, $p=0.063$). The study recommends to understand strategic execution in place to attain organization objectives, to endure the unserved efforts to improve skills and willingness.

Keywords: *Competitive Strategy, Growth Strategy, Performance, Strategic Planning, Vision Strategy*

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1. Introduction

Strategic management practices have been encapsulated in writings of Porter where they were adopted to help business persons in assessing and discussing competitiveness in the business environment (Muhtase, *et al.*, 2019). The most commonly effective strategic planning practices include vision strategies, growth strategies and competitive strategies. The vision strategy denotes depicting strategies to any particular time in the future (Timotios, 2016). The vision refers to the starting point related to place it would be and the reasons mattered. The supporters and advocates of strategic planning term have advanced most of the advantages and positive effect of them on institutional performance (Centobelli, *et al.*, 2019). The growth strategy for organizational plan for copying with recent and future constraints and circumstances to attain their objectives for development. Mabe (2017) denoted that the use of strategic planning in the long term strategies toward development and expansion can lead to suitable income, returns, when its plans refer to outsourcing their business activities in order to gain competitive advantage and to attain higher level of profitability. The competitive strategies refer to a long term action plan of a firm that is aiming at obtaining competitive advantage over its competitors after assessing their strengths, weaknesses, opportunities and threats in the same sector in comparison with their own assets (Zafar, *et al.*, 2018). The competitive strategy must rest on awareness of industry organization and the way of adjustment. Generic strategies are pertinent and identify certain competitiveness in the context of transaction employing external in point of view (Jalali, Jaafar, and Ramayah (2020). The performance of performance of women small sized business refers to the success for their business activities, attain expected outcomes in business sector (Qashou & Saleh, 2018). In this vein, the indicators of business success may be classified by firm activities for instance financial success and position where net profit, income, and transaction cost may be used, market success or position where market share and customer based may be used, stakeholder success where their activities involvement was used to assess this kind of performance.

Therefore, the greatest impediment to high level of performance for business activities is the lack of proper strategic planning practices in order to attain expected outcomes in business sector (Teixeira & Junior, 2019). Previous researches such as Shingirai (2018), Bernard (2019), Medicine (2022), and Meng-Xin Chen (2022) relied on advanced economies proposing that using strategic planning practices ameliorate the level of success for small and medium enterprises. Therefore, past studies such as Rama, *et al.* (2022), Akhtar,*et al.*,(2023), and Haloub,*et al.*,(2023) investigated the association between strategic planning practices and the success of SMEs, which was done in advanced countries of Europe, America and Asia. Thus, an investigation of the influence of strategic planning practices on SME; s success in Rwandan context was done to bridge the knowledgeable gap. Previous study has been carried out in western countries on effect of strategic planning practices on women entrepreneurs' success within SMEs (Aburaida & Nunes (2018); Ramadan &Ahmad, 2018). Few studies covering Rwanda, such as MIGEPROF, (2016), Uwambayingabire and Mulyungi (2018), and Rutembesa and Mulyungi (2018) focused on external challenges of Rwandan SMEs. The attention of previous studies have been orientated in overall form of entrepreneurs irrespective of gender aspects. In addition, they did not tackle the impacts related to the dissimilarities of business aspects. Again, their research did not classify female SMEs. Yet, there was a critical

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shortage of researches in line with the strategic planning practices impacts of enterprises led by women in the context of their performance. This paper intended to attain the following objectives:

- i. To determine effect of vision strategy on women entrepreneurs' performance in SMEs from City of Kigali.
- ii. To assess effect of growth strategy on women entrepreneurs' performance in SMEs from the City of Kigali.
- iii. To establish effect of competitive strategy on performance on women entrepreneurs performance of SMEs from the City of Kigali.

2.0 Literature Review

2.1 Review of Empirical Studies

Musi, *et al.*,(2018) undertook a research by reviewing several strategic planning researches in small and medium enterprises, the purpose was to created and establish the best and adequate strategies in small corporate. The researcher was conducted using desk review and the existing available resources and the study did not rely on primary data source. The researcher undertook a deep analysis by obtaining, and summarizing recommendations and concluding remarks form past studies, in spite of carrying out primary data survey. Results and observation from the aforementioned research were pertinent in several ways. It has been among prominent researches to expand study into impact of strategic planning practices on success for small business. Teixeira and Junior (2019) assessed if strategic planning ameliorate the level of organizational success using cross-sectional study with a target multinational corporation. This research ascertained the effect of strategic planning practiced on organizational success. The above authors indicated the effect of cultural practices on the level of organization performance. However, the research was undertaken in developed countries including those from Europe and North America, but neglect African context. According to Jayawarna and Dissanayake (2019) strategic planning practices was pertinent in the economic depression of 2008 and 2009 and argued that organizations focused on using strategic planning practices to realize high income, net profit and customer base and market, therefore, firm did not use adopt strategic planning practices achieved low level of success. The past research was done in the content of African business culture.

According to Shingirai (2018), strategic planning has contributed to the success of small business in Nigeria. The researcher felt that most of those businesses (75%) used strategic planning practice, but 25% did not used those strategies. The study demonstrated that strategic planning practices were more like to increase the level of organizational performance. According to Bernard (2019) proposed that strategic planning increases superior organizational success in Nigerian states. The study used questionnaire form 80 participants from high and low level manager. The research tried to bridge the gap between strategic plan and success from Nigeria. Therefore, the research conducted a pilot study for reliability and validity purpose. In a study done by Rama; Celestin,*et al.*,(2022), it has been evidenced the existence of statistically significant association between strategic planning practices and firm

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success in Nigeria by using information obtained from the university emphasizes on connection between strategic planning practices on organizational success. The researcher employed a well-designed questionnaire from teachers and students at managerial level in the university. A strong correlation was established between worker's quality and organizational success. Finally, Akhtar, *et al.*, (2022) undertook a research on critical problems restricting SMEs in Nigeria and assessed factors influencing the level of firm success. Therefore, small enterprises were deemed to be source of job and contribute fully to gross domestic product.

According to a reported published by Muhtaseb, *et al.*, (2019), it was contended that in the 20 years ago in the sector of strategic planning practices and SME success. The report used mix approach and the findings show a strongly correlation between strategic planning and firm success. The researcher provided concluding remarks concerning insignificant correlation. The study argued that strategic planning effect on SMEs is not clear and significant. Sultan, *et al.*, (2020) proposed that firm may withstand in the economic competitiveness and managing unplanned issues via effective strategic planning practices. The research demonstrated the importance of proper planning process in SMEs. Moreover, they argued that a research on building competitiveness conditions from South Africa that business managers were not using strategic planning practices to ameliorate the level of success. The study argued that strategic planning practices are helpful in successful businesses, unfortunately, most of SMEs in South Africa did not use adequately strategic planning practices. Finally, Zutshi, *et al.*, (2021) proposed that companies that use strategic planning practice would be in an adequate situation to follow growth strategies in a time of problems and that SMEs are using strategic planning for this target. However, Wang and Huang (2022) assessed the connection between strategic tractability and market success for SMES in China. The study assessed a clear significant correlation between strategic planning and SMEs success and proposed that competencies and is more likely to improve financial performance of SMEs/.

2.2 Theoretical Framework

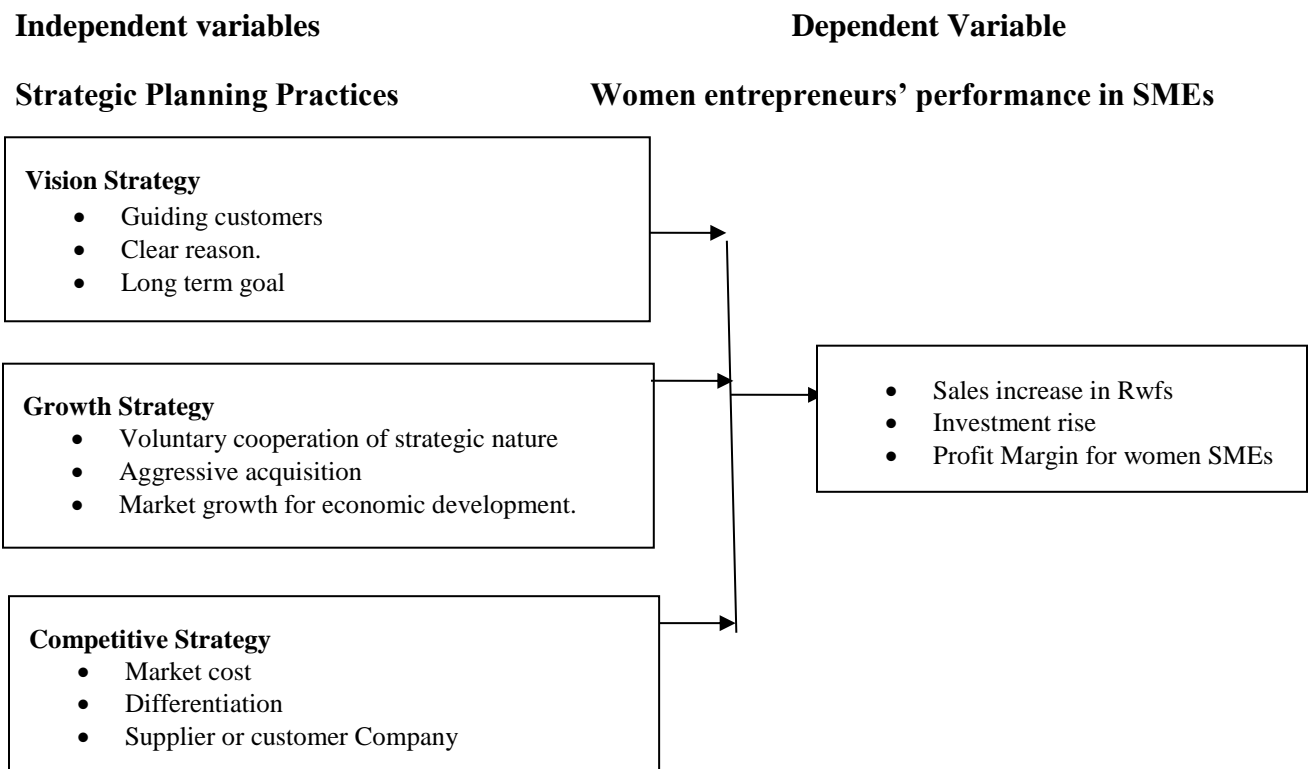
Resource Based View Theory was used as it refers to contribution of institution's asset in differentiation from competitors (Bernard.2019). The asset has different kind such as total asset in the context of cash, personnel and their expertise and capability and their collaboration (Wang &Huang, 2022). The Resource Based View is adopted to mean the various in competitiveness appreciated by various firms in an expected sector. Resource Based View Theory takes into consideration on the promise that institutions fulfill relying on their resources and abilities (Timotios, 2016).This model was important because it provides explanation on the contribution off internal resources on the success of institutions. Institutional Theory was related to the institutional structure and the way in which they stimulate the dissemination of information that contribute to the execution of strategy Aburaida & Nunes, 2018). A combination of official regulations in the context of policies and strategies advanced in institution identifies how evidence or data dissemination for being respected by employees using a case of event of specific kind of appearing (Khoury, *et al.*, 2020). The aforementioned structure in an institution introduces expectation among various stakeholders in the execution of strategies that identify how activities are carried out thereby impacting final; product of strategy implementation (Haloub, *et al.*2022). This identified how workers conduct themselves

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around when doing their responsibilities. This model is crucial for the present researcher owing to its capacity to help the explanation of the contribution of those rules, regulations and processes on the execution of strategies. The Upper Echelon Theory was used and implies the different degrees of workers in the firm structure in terms of duties and responsibilities (Centobelli, *et al.*, 2019). The UET involves strategic plan, where the degree of awareness and participation of other workers in the planning process impacts the strategic execution (Cardoni, *et al.*, 2020). The model is very important to the present research owing to its capacity to into point of view for the way workers in a firm impact strategic execution. It describes the duties and responsibilities of their right places in the execution. A complex and manual organization did not impact its execution. The above theories enabled the researcher to establish the conceptual framework as follows

2.3 Conceptual Framework

The conceptual framework is presented in Figure 1.



Source: Researcher (2023)

Information presented in Figure 1 indicates the correlation between independent, dependent and intervening variables. A dependent variable refers to a variable that was assessed using experimental way by giving response to strategic planning practices. Women entrepreneurs' performance in SMEs from the City of Kigali was measured through sales increase, investment rise, and profit margin strategic planning practices was affecting performance of SMEs (Grant,

2010). The independent variable can be adjusted as required and its values cannot reflect the real issues that require explanation in analysis but are taken in simple way as provided. Strategic planning practices will be measured through vision strategy, growth strategy and competitive strategy. Strategic planning practices and performance of SMEs was moderated through PSD policies, strategy formulation and decision making process.

3.0 Research Methodology

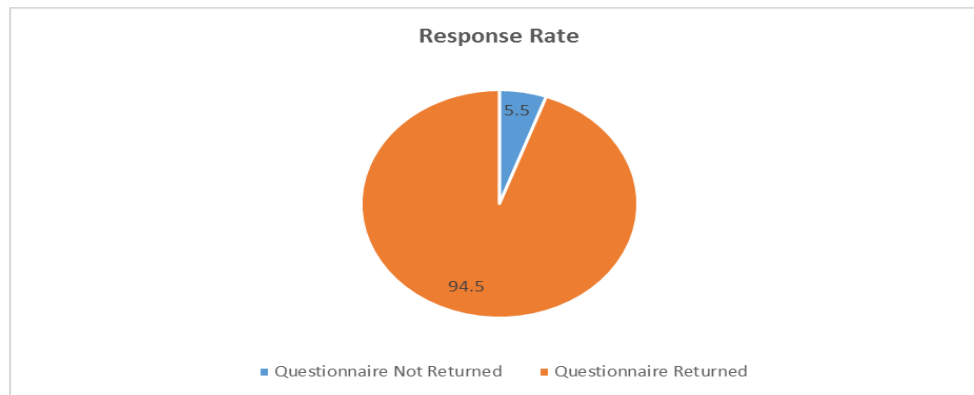
This paper was descriptive with a mixed approach in order to meet research objectives. Moreover, the correlational regression research design was adopted to establish the relationship between constructs for specific research objectives. According to Alvi (2016) denotes a descriptive design as procedure for gathering or assessing information for explaining specific phenomenon in its present for affair and link between factors at that time. Moreover, Schinder (2011) denoted that a descriptive study was used to explain behavior or characteristics of persons to be taken into consideration. The population was composed of women SMEs' owners based in three districts from the City of Kigali (CoK) to be part of the survey respondents in order to provide significant information in this research. The population of women entrepreneurs in SMEs was 478 women considered as a target population. A sample of 218 participants in the study from a target population of 218 respondents. In selecting sampled population, various sampling techniques were employed. Both stratified and sample random sampling techniques were adopted. The sample size was proportionally selected according to the size of each strata. Furthermore, the sampled population were selected randomly. The information gathering process was carried out through appropriate tools explicitly the questionnaire. Primary and secondary sources were recognized right through this present research.

Data analysis took place in 2022, once the data was gathered, they was hinted and transferred into database in SPSS. The statistical product for solutions services version 26.0 to give information that will be analysed in chapter four. A descriptive study was adopted and correlational statistics to establish the relationship between variables based on the research objectives was adopted. The regression model was adopted to find out the correlation between variables. The multiple regression model was utilized in this study as it permits immediately assessment of effects to research constructs (Asika, 2010). Therefore, indicators of SME performance are sales, investment, profit margin, and purchase to sales and marketing cost while independent variable are vision strategy, growth strategy and competitive strategy. For variables in this study, a mean was determined using computer software. The correlation coefficient measures the effect size r using regression equation; $Y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + e$ Y =Performance of women in SMES; b_0 =Constant; X_1 =Vision Strategy; X_2 =Growth Strategy; X_3 = Competitive Strategy and e =Scholastic Term. In addition, qualitative information was assessed through the utilization of content analysis. The researcher had a documentary checklist and transcript where information was classified by themes and subthemes in order to analyse non numerical information to deepen information from quantitative information.

4.0 Presentation of Results

4.1. Response Rate

It is very important to provide the response rate owing to the fact that, the researcher attempted to distribute research instruments on all sampled population. Unfortunately, some of the study did not return or fill very well those research instruments. The Figure 1 depicts on the proportion of returned questionnaire.



Two hundred eighteen (218) questionnaires were distributed to the respondents at women’s small sized business in city of Kigali. Therefore, out of 218 questionnaires distributed only Two hundred thirteen (213) were adequate filled and returned to the researcher. The returned questionnaire revealed a response rate of 94.5% that was suitable and relevant for analysing information. Figure 1 demonstrates the general response rate.

4.2. Level of Women’s Small Sized Business in Rwanda on Financial Performance

Table 4. 1 Level of Women’s Small Sized Business in Rwanda on Financial Performance

Statement	Strongly Disagree %	Disagree %	Not Sure %	Agree %	Strongly Agree %	Total Mean	Std.
Sales increases in Rfws	3.9	5.8	16.5	33.0	40.8	4.0097	1.080
Investment rise	21.4	15.5	3.9	26.2	33.0	3.3398	1.581
Profit margin for women SMEs	11.7	19.4	31.1	17.5	21.4	4.016	1.276

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Results from the study indicated that 40.8% at of mean response of 4.009 and the standard deviation of 1.080 strongly agreed with the increase of sales increases in women's small sized business in city of Kigali was increased sales increases were commonly applied. Moreover, 33.0 respondents at a mean response of 3.339, and standard deviation of 1.581 agreed with investment rise, 21.4%, at a mean response of 4.016 and standard deviation of 1, .276 strongly accepted the profitability of women SMEs. Qualitative data show that strategic implementation affect positively the financial performance of women's small sized business in Rwanda. The chief of risk management operations of women's small sized business in Rwanda says “, *we have tried to implement different strategies which changed dramatically our financial performance especially in term of increasing sales, investment rise and profit margin for women's Small Medium Enterprise (SME's).*

4.3 Effect of Vision Strategy on Financial Performance of Women's Small Sized Business in City of Kigali

Table 2: Correlation between Vision Strategy and Women's small sized business in city of Kigali

	Guiding customers	Clear reason	The long term goal	Vibrant goal and specific objectives	Sales increases	investment rise	Profit Margin for women SMEs
Guiding customers	1	.669**	-.361**	-.414**	.320**	.317**	-.819**
		.000	.000	.000	.001	.001	.000
Clear reason.	.669**	1	-.521**	-.312**	.408**	.006	-.716**
	.000		.000	.001	.000	.950	.000
Long term goal	-.361**	-.521**	1	.507**	-.657**	-.510**	.072
	.000	.000		.000	.000	.000	.470
Vibrant goal and specific objectives	-.414**	-.312**	.507**	1	-.407**	-.538**	.311**
	.000	.001	.000		.000	.000	.001
Sales increases	.320**	.408**	-.657**	-.407**	1	.394**	-.113
	.001	.000	.000	.000		.000	.254
Investment rise	.317**	.006	-.510**	-.538**	.394**	1	-.034
	.001	.950	.000	.000	.000		.732
Profit Margin for women SMEs	-.819**	-.716**	.072	.311**	-.113	-.034	1
	.000	.000	.470	.001	.254	.732	

Results demonstrated the association between research variables and constructs. Therefore, results concerning customer guidance show a positive relations with sales increase ($r=0.320^{**}$, $p\text{-value}=0.001$), guidance with investment rise (0.317 , $p\text{-value}=0.001$). Finally, the correlation has been established between guiding customers for profit margin for women SMEs (0.817^{**} , $P=0.000$). Correlations are statistically significant when the level of significance was < 0.05 implying that increase for guiding customers affect sales, investment rise and profit margin for women Small Medium enterprises (SME's) and vice versa. For Clear reason to be in business, significant correlation was established. Clear reason to do business affect sales at Pearson correlation model of 0.408^* , level of significance $=0.048$) with profit margin for women SMEs ($r0.716$, $p=0.000$). These variables were associated when the $p\text{-value}$ is less than 0.05 suggesting that increase with understanding clear reason to be in business leads to increase in investment rise and profit margin for women SMEs and vice versa. Contrary to insignificant correlation between the pertinent reason with business with sales increases (0.006 , $p=0.950$). This correlation is insignificant since the level of significance is more than 0.05 meaning that an increase in clear reason to be in business did not affect sales increases and vice versa. Results on long term goals felt significant correlation between long term goal and investment rise ($r=0.657^{**}$, $p=0.000$) with sales increases ($r=0.510$, $p=0.000$). However, insignificant relationship was found between long term goal and profit margin for women SMEs ($r=0.072$, $p=0.470$). There is insignificant because the p value is less than 0.05 implying that any adjustment in applying a long term goal did not affect automatically net interest margin. Results on the correlation between vibrant goal and specific objectives and dependent variables, there are significant correlations between vibrant goal and specific objectives and sales increase ($r=.407^{**}$, $p\text{-value}=0.000$), investment rise ($r=538$, $p\text{-value}=0.000$). There was positive correlation since the p value was more felt that the vibrant goal and specific objectives did not affect financial performance. An interview with women's small sized business in city of Kigali. Argues "*the vision strategy is very important in term of improving sales, investment and profit Margin for women in SMEs*".

4.4 Effect of Growth Strategy on Financial Performance of Women's Small Sized Business in City of Kigali

Table 3: Correlation Analysis Growth Strategy and Financial Performance in Women's small sized business in city of Kigali.

	Voluntary cooperation of strategic nature	Aggressively acquisition	Market growth economic development.	Habits of closing business operations	Sales increase	Investment rise	profit margin for women SMEs
Voluntary cooperation of strategic nature	1	.742**	.235*	-.253**	.424**	.740**	-.484**
		.000	.017	.010	.000	.000	.000
Aggressively acquisition	.742**	1	.192	-.389**	.425**	.514**	-.608**
	.000		.052	.000	.000	.000	.000
Market growth for economic development.	.235*	.192	1	.637**	.407**	.665**	.401**
	.017	.052		.000	.000	.000	.000
Habits of closing business operations	-.253**	-.389**	.637**	1	.038	.208*	.924**
	.010	.000	.000		.704	.035	.000
Sales increases	.424**	.425**	.407**	.038	1	.394**	-.113
	.000	.000	.000	.704		.000	.254
Investment rise	.740**	.514**	.665**	.208*	.394**	1	-.034
	.000	.000	.000	.035	.000		.732
profit margin for women SMEs	-.484**	-.608**	.401**	.924**	-.113	-.034	1
	.000	.000	.000	.000	.254	.732	

The study demonstrated that significant effect of volunteering for strategy and sales increase ($r=0.424^{**}$, $p=0.000$) with investment rise ($r=0.740^{**}$, $p=0.000$) with profit margin for women SMEs ($r=0.484^{**}$, $p=0.000$). All variables are affecting the dependent variable because their level of significance are less than 0.05 denoting an adjustment in volunteering are affecting sales, investment and profit margin for women SMEs and vice versa. Results on aggressive

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acquisition and sales increase are ($r=0.425^{**}$, $p\text{-value}=0.000$), investment rise ($R=0.000$), and with profit margin for women SMEs ($r=0.608$, $p\text{-value}=0.000$) are associated with them because the $p\text{-value}$ are less than 0.05 indicating that any adjustment the aggressive acquisition of business may not increase organizational success for women's small sized business in Rwanda. Finally market growth is statistically affecting sales ($r=0.407^{**}$, $p\text{-value}=0.000$), investment rise ($r=0.665^{**}$, $p\text{-value}=0.000$), profit margin for women SMEs ($r=0.401^{**}$, $p\text{-value}=0.000$). These are affecting the level of performance for SMEs. However, inferential statistics for habits evidenced insignificant correlation between habits to close business activities sales increase ($r=0.0308$, $p\text{-value}=0.704$), there are a significant association are established habits of final business activities and investment rise ($r=0.208^{**}$, $p\text{-value}=0.035$), and profit margin for women ($r=0.924$, $p\text{-value}=0.000$).

4.5 Effect of Competitive Strategy on Performance of Women's small sized business in the city of Kigali

Table 4: Correlation between Competitive Strategy and Performance of Women's small sized business in city of Kigali.

	Concentrating on market cost	Concentrating on differentiation	Acquisition of supplier or customer	Acquisition of similar industry	Sales increases	Investment rise	Profit margin for women SMEs
Concentrating on the market cost	1	.049	.000	-.073	-.244*	-.332**	-.270**
		.621	.998	.464	.013	.001	.006
	213	213	213	213	213	213	213
Concentrating on differentiation	.049	1	.806**	.107	.393**	.395**	-.813**
	.621		.000	.280	.000	.000	.000
	213	213	213	213	213	213	213
Acquisition of supplier or customer Company	.000	.806**	1	.121	.127	.253**	-.796**
	.998	.000		.225	.203	.010	.000
	213	213	213	213	213	213	213
Acquisition of similar industry	-.073	.107	.121	1	.181	.061	-.044
	.464	.280	.225		.067	.543	.656
	213	213	213	213	213	213	213
Sales increases	-.244*	.393**	.127	.181	1	.394**	-.113
	.013	.000	.203	.067		.000	.254
	213	213	213	213	213	213	213
Investment rise	-.332**	.395**	.253**	.061	.394**	1	-.034
	.001	.000	.010	.545	.000		.732
	213	213	213	213	213	213	213
profit margin for women SMEs	-.270**	-.813**	-.796**	-.044	-.113	-.034	1
	.006	.000	.000	.656	.254	.732	
	213	213	213	213	213	213	213

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Information evidenced that the concentration on market pricing and costs is affecting investment rise ($r=0.244^{**}$, $p=0.013$), with sales increases ($r=0.322^*$, $p=0.001$), profit margin for women SMEs ($r=0.270^*$, $p\text{-value}=0.006$). Results indicated strong relationship between variables since all p -value are less than 0.05. The study findings on differentiation strategy show a clear relationship with sales increases ($r=0.393^{**}$, $p=0.000$), investment rise ($r=0.395^{**}$, $p=0.000$), profit margin for women SMEs ($r=0.813$, $p\text{-value}=0.000$). Therefore, these relationships are positively affecting the sales, investment, profit margin for women SMEs and vice versa. Moreover, strongly relationship were established between aggressive acquisition and investment rise ($r=0.253^{**}$, $p\text{-value}=0.010$), with profit margin for women SMEs ($r=0.796^{**}$, $p=0.000$) and insignificant relationship with sales increase ($r=0.217^{**}$, $p=0.203$).

5.0 Discussion of Findings

5.1 Vision Strategy and Performance of Women's Small sized business in city of Kigali

Results shown that vibrant and goal and specific objectives is statistically affecting investment ($B=0.280$, $p\text{ value}=0.001$). This concur with Harrison (2013) established the option and choice growth strategy comprising of 7 categories of strategies which are utilized by firm to attain their expected growth advantage into the sector of business environment. The vertical option stands for pertinent development orientation, where a company attempts to develop into market environment by retailing, clients of the firm, providers, dealers or customers. Another the horizontal option that felts the gaining a firm in similar direction in the second. Moreover, strategic partnership that implies a charitable collaboration of strategic nature without capital accumulation (Ronweder, 2013). In this regard, cost leadership strategies helped to establish objectives to provide goods or services with low cost in comparison with their rivalries. Therefore, these firms that may give low cost and capable of surviving in competitive environment for a long time that a company would stimulate the sector or the business. Other are known as differentiation and market focus strategies relies on particularity of goods and improvement of quality in the sector. The pertinent aim of this model is to be not similar with other competitors (Slack & Lewis, 2011).

5.2 Growth Strategy and Performance of Women's small sized business in city of Kigali

The second objective assessed effect of growth strategy on performance of women's small sized business in city of Kigali financial sector. These results relate to some of the previous researches such as the best growth strategy relies on volunteering activities, aggression on the market place, habits to close business activities. The study did not contradict effect on strategy implementation on performance (Linet & Henry, 2014). Inferential statistics did not contradict the findings of Charles and Gareth (2012) by denoting that strategic planning for any organization has selected suitable strategies and mechanism. A research done by Azhar *et al.* (2013) accepted that strategic planning was the procedure of developing long term future with conditions or opportunities. It starts when managers tried to change their opinion.

5.3 Effect of Competitive Strategy on Women's small sized business in city of Kigali.

Results were similar with the research done on market development denotes to ask produces and services in order to increase the number. Clients request refers to motivation by a firm or organization's competency to enhance and stimulate the level of quality for service provided to them. Negative development itself for market refers to immediate connection with the external or national economic level of development. In this regards, an organization did not have willingness to expand its transaction and operational activities. This emanates to the fear to take responsibilities and risks from competitive environment (Roweder, 2013). This study was relevant in comparison with the work of Harrison (2013) argued the introduction of competitive strategic implementation that refers to the larger utilization of small, medium and large firm around the world. The approach that emanate from Generic Strategies of Porter that put together into cost leadership, differentiation, market focus and bleu ocean strategies (Heizer & Render, 2011).

6. 0 Conclusion and Recommendations

The research concludes that women's small sized business adopted several strategic planning practices with the aim at enhancing the level of business performance. In conclusion, women's small sized business in city of Kigali have adopted visionary strategic practices such as the guidance to clients with adequate and suitable freedom, clarification of rationale of SMEs business activities, long term goals and objectives, measureable constructs. Therefore, all of these practices has stimulated the level of business success in term of sales, investment and, profit margin for women SMEs. Relying on results of the second objective, the researcher concludes that strategic growth practices used by SMEs in the Kigali City, Rwanda include charitable and volunteering activities, aggression gaining new market and clients, developing marketplace for progress and prosperity, but also the practices to close transactions. Finally, to objective three, the researcher concludes that women SMEs in Kigali City have applied several competitive strategic practices to withstand in the business. These practices include the concentration on single market sector, restricted and small market share, cost and differentiation strategies, and acquiring distributors. Finding felt a positive association between the competitive strategic practices and the level of success in SMEs in Kigali City, Rwanda. In general conclusion, as most of studies were carried out in western countries on effect of strategic planning practices on women entrepreneurs' success within SMEs. Few studies covering Rwanda focused on external challenges of Rwandan SMEs. The attention of previous studies have been orientated in overall form of entrepreneurs irrespective of gender aspects. Also, they did not tackle the impacts related to the dissimilarities of business aspects. Again, their research did not classify female SMEs. Yet, there was a critical shortage of researches in line with the strategic planning practices impacts of enterprises led by women in the context of their performance. The study was carried out in Rwanda respective of gender business aspects by classifying women SMEs in line with strategic planning practices impacts to their business.

Reconsidering the discussion done in chapter four, the researcher recommends that: Women's small sized business in city of Kigali should continue to exert unreserved efforts to enhance the skill and commitment of the Small sized Medium enterprise's staff in recognition of the fact that human capital is the most valuable asset of the company. Therefore, by using this trend as benchmarks change in strategies, roles and responsibility should be redefined, well communicated to staff and corrected where mistakes are committed so as to bring it back on board to achieve organizational objectives. Moreover, factors relative to leadership should be well articulated to management and staff. This will help the employees to know and understand the style of leadership adopted for the operations and governance to keep them focus in working towards achieving the objectives. It is also recommended that lines of communication between managerial and non-managerial staff should be improved in order to encourage and support the flow of information and feedback mechanisms. .From the results to the present study, future studies should be done on the following areas: The study argues clear understand and examination on challenges, technological advancement, data presence, relevant effect on the success of SMEs. Finally, the study proposed that furthers scholars and students should investigate the aforementioned factors and their effect or influence on socio-economic development and SMEs sustainability.

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