

# Investigate the significant impact of Effective Strategic Management on The Performance of Small and Medium-Sized Businesses: A Case Study of M-Gurush Money Transfer Company

PETER GARANG THIEEL

## Abstract

This study aims to investigate the impact of effective strategic management on the performance of small and medium-sized businesses through a case study of M-Gurush Money Transfer Company Limited. There are initiatives on the impact of mobile money in various places throughout the world, including Juba, South Sudan. Given that the definition of financial inclusion is "the share of individuals and firms that use financial services," the majority of studies have focused on the relationship between financial inclusion and mobile money (World Bank Group, 2014). Unquestionably, the growth of mobile money in Sub-Saharan Africa helps to accomplish this first goal. The global agenda item of financial inclusion is of great interest to policymakers, regulators, academia, businesses, and other stakeholders. Conduct a study for the M-Gurush Money Transfer Company, situated in Juba, South Sudan, evaluating the effectiveness of strategic management practices used by small and medium-sized businesses. Analyze how effective strategic management affects small and medium-sized firms' performance. Another crucial aspect of m-gurush money transfer is the generation of new concepts and technological innovations.



IJSB

Accepted 27 October 2023

Published 31 October 2023

DOI: 10.58970/IJSB.2263

ISSN: 2520-4750 (Online) 2521-3040 (Print)



Papers published by IJSAB International are licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

**Keywords:** *Strategic Management, Performance, Small, Medium-Sized Businesses, mobile money transfers.*

## About Author (s)

**Peter Garang Thieel**, MPA, Cavendish University Uganda, MBA, PGD-BA University of Juba UOJ, BD St Paul University, DIP Theology St Andrew College of Theology and Development, Kenya.

## 1.1. Introduction

The World Bank (n.d.) states that 50% of all jobs are held by small and medium-sized businesses, which account for nine out of 10 businesses worldwide. Up to 40% of emerging nations' GDP is derived from formal SMEs. It is impossible to overstate the significance of these companies, making any technology that enhances the lot of SMEs crucial for developing nations. Following the growth of mobile money transfers in South Sudan, mobile money technology gained popularity throughout Africa in 2018. From 2013 to 2016, South Sudan underwent an unparalleled uptake of M-gurus mobile money as a nation. Numerous scholars have conducted studies on the effects of mobile money from a variety of angles. The majority of studies have examined how mobile money affects financial inclusion and have demonstrated how revolutionary it is in this area. The present study centres on the enhancement of small and medium-sized businesses that have embraced mobile money, despite the noteworthy outcome of financial inclusion brought up by the introduction of mobile money. To put it another way, do small and medium-sized businesses actually have greater access to capital, or are they just more aware of it? This study used a mixed methods approach, gathering quantitative data via surveys and qualitative data via phone and in-person interviews. The data research revealed that while mobile money may not be directly to blame for revenue growth, it does have the effect of boosting small and medium-sized firms' efficiency and providing a head start to new ventures. To investigate mobile money's effects. The majority of studies have examined how mobile money affects financial inclusion and have demonstrated how revolutionary it is in this area. The current research focuses on how mobile money has benefited small and medium-sized businesses that have embraced mobile money for various reasons, even though financial inclusion is an incredible result of mobile money. Stated differently, are small and medium-sized enterprises genuinely better able to access capital, or are they only able to access financial services more readily? This could have something to do with the International Journal of Science and Business Reflection in Management Sciences' issue of finding M-gurush money transfer companies in general business. Ayyagari, Beck, and Demirgüç-kunt (2003) found a high correlation between the GDP (gross domestic product) of a nation and the contribution of SMEs. Small and medium-sized businesses are noted for their ability to locate and seize new markets. They provide millions of Africans with a source of employment and subsistence and are essential for the establishment of new businesses. Accordingly, by promoting trade, investment, and the need for goods, M-gurush money transfer companies play a crucial role in the production of wealth (GEM, 2006). Undertake an analysis for the Juba, South Sudan-based M-Gurush Money Transfer Company, assessing how well small and medium-sized enterprises perform when they employ effective strategic management. Examine the significant influence that good strategic management has on small and medium-sized businesses' performance. The creation of novel ideas and cutting-edge technology advancements is another essential function of m-gurush money transfer.

## 1.1. Background to the Study

Around the world, experts that specialise in small and medium enterprises have varied perspectives on the concept of strategic management. Actually, a number of strategic management models have been put out, and there is a growing corpus of research on the subject of strategic management for small and medium-sized enterprises. However, the composition, logic, and emphasis of each of these modes varies, and it appears that there is no agreement on the best way to carry out strategic management or on whether a certain plan is appropriate for every small organisation (Hill and Gareth 2012a). Formal and informal strategic management is essential for small and medium-sized businesses to adjust to the constantly shifting global economic landscape. According to Kraja and Osmani (2013), the goal of having effective strategic management in place is for businesses to establish an achievable

strategic management plan in order to improve their business performances, in addition to understanding why they are conducting business. Effective strategic management is crucial for South Sudanese enterprises to operate successfully within constraints. It enhances control over resources, minimizes flaws, and minimizes the likelihood of failure, while also improving financial management by distinguishing between personal and corporate transactions. Many small and medium-sized businesses (SMEs) in sub-Saharan Africa lack growth strategies, chances for diversification, and ways to boost competitiveness. Unprofessional management practices and a lack of business ethics are used to run a sizable proportion of small and medium-sized enterprises (SMEs). The researcher aimed to uncover the challenges and obstacles small and medium-sized enterprises (SMEs) face in order to prevent them from fully integrating strategic management into their operations, taking into account these and other characteristics. The researcher set out to create guidelines that would support small and medium-sized businesses (SMEs) in implementing strategic management, helping them to grow into well-known businesses that offer competitive products and services. Similarly, Africa's prospective growth is fueled by small and medium-sized enterprises, or SMEs for short. In Sub-Saharan Africa, SMEs account for more than 95% of all firms (Hatega, 2007; Kauffmann, 2005). SMEs are even more important since they play a critical role in decreasing poverty, increasing GDP, and creating jobs for the majority of the population (Benzing & Chu, 2012). SME sizes range from extremely tiny microfirms run by one or two individuals with very sluggish development or no growth to medium-sized companies that grow quickly and generate millions of dollars, most of which employ up to 250 people, according to Fjose et al. (2010). SMEs employ and provide revenue for almost 80% of the global workforce (Kamunge, Njeru & Tirimba, 2014; Okafor, 2006). SMEs make up over 90% of businesses in Africa and provide around 50% of the continent's GDP (Fjose et al., 2010; Kamunge, Njeru & Tirimba, 2014). For instance, SMEs make over 40% of Kenya's GDP, 80% of the labour force, and over 50% of newly created jobs there (Kithae, 2012).

In East Africa and other developing African nations, where a sizable segment of the populace uses cell phones for a variety of financial operations, including sending and receiving money transfers, mobile technology is transforming economic life. In actuality, mobile money services provided by banks and mobile network operators have already made it possible for millions of unbanked individuals to save and access their money digitally. What little data is currently available suggests that mobile money, which provides access to financial services and the ability to send and receive money electronically—sometimes for the first time in a person's life—is completely changing the lives of millions of users in developing nations. Unbanked people can use mobile financial services, frequently referred to as "mobile money," to use their phones as bank accounts. M-PESA, a well-known mobile money service provided by a local mobile network operator, launched "m-Gurush" money transfer services in 2019 ("M" for "mobile", "pesa, Nile pay in South Sudan"). "M" stands for "mobile" and "pesa" for "money" in Swahili. Since then, the mobile money market has grown rapidly, especially in emerging nations in South Asia and Africa, such as Bangladesh, Pakistan, and India. Even in the absence of a substantial body of evidence to support it, governments, the media, and most significantly mobile phone companies have presented it in an optimistic light as a potential tool for fostering economic growth and eradicating poverty. Apart from research that focuses on certain countries, industries, and case studies, there aren't many in-depth studies on the topic because mobile phones have just lately been utilised for money transfers. The main information from the m-Gurush Money transfer Juba South Sudan case will be used in this Background Note to first introduce the key ideas surrounding mobile money before giving an overview of its main trends and characteristics in developing nations. The authors of this study believed that strategic management, a crucial component of corporate survival, might be modified and used

to more consistently ensure the sustainable development of Small and Medium Sized Enterprises (SMEs). Large companies were the primary focus of strategic management literature. Small and medium-sized businesses (SMEs) typically respond by feeling scared; as a result, they prefer to conduct business as usual. Different outcomes cannot be anticipated if there has been no change. The most well-known expert in NLP, Anthony Robbins, famously said: "To keep doing the same thing and expect a different result is a form of insanity." A study on strategic management for (SMEs) is crucial for the reasons mentioned above. Therefore, if small and medium-sized businesses (SMEs) haven't already adopted strategic management, they shouldn't be prevented from doing so. It can start off with its own aesthetic and progressively introduce strategic management. As a result, the study aims to evaluate how internal and external strategic management variables affect the performance of small and medium-sized businesses (SMEs), using the case study of m-Gurush Money Transfer in Juba City, in order to increase their sustainability in South Sudan.

## **1.2. Statement of the Problem**

After celebrating its 10th anniversary of independence in 2011, South Sudan, the world's newest nation, has continued to face numerous, enormous difficulties. including the development of institutions, infrastructure, governance, the rule of law, health concerns, and the reduction of poverty. Conflicts that continue to erupt have caused the economy to collapse, which all South Sudanese citizens are currently suffering. This is the main issue that SMEs in South Sudan are currently facing. It is claimed that, SMEs do not grow well due to a number of factors that encompass insecurity, poor policy advocacy, poor infrastructures such as road network linking the states, lack of electricity power, clean water supply, the business environment, inaccessibility to microfinances due to lack of collaterals, lack of capacity building or poor trainings that do not fit the people of South Sudan and poor or inadequate support from the government as well as the socio-cultural factors of South Sudanese, lack of self-motivation of growing one's business to the next level of becoming a world class business and to compete internationally, Elvira Zozimo et al (2019). While the absence of the aforementioned resources may prevent these businesses from taking advantage of their relative strength, business management experts contend that even in cases where these resources are available, the majority of SMEs fail because they lack an effective strategic plan, which is often the consequence of subpar management, a lack of managerial training and experience, and a lack of initiative (Eniola & Etebang, 2014; Kraja & Osmani, 2013; Majama & Magang). The adoption of robust strategic management techniques empowers firms to grasp their strategic positioning, recognise forthcoming strategic choices, and effectively implement strategy. The performance of businesses depends on the use of strategic management (Johnson et al., 2008). Even though SMEs play a significant part in the economy of South Sudan, the financial difficulties they have in operating their companies have a negative influence on their ability to grow and effectively drive the nation's economy. This is troubling for a developing nation without the technology and infrastructure needed to attract multiple massive firms. The majority of SMEs in the country lack the skilled personnel necessary to manage their businesses. As a result, they are unable to provide audited financial accounts, which is essential in order to meet the financial institution's credit standards. Additionally, they are not able to release financial data of the same calibre as those large corporations. The claim that since privately held corporations are not compelled to post as much or as high-quality financial information as publicly held companies do lends credence to the idea that information about their financial standing, earnings, and earnings expectations may not be complete or accurate. When faced with this kind of ambiguity, a lender might refuse credit, even to companies that qualify for credit but are unwilling to disclose their performance (Coleman, 2000). The fact that most SMEs in the nation lack the funds necessary to satisfy the banks' demands for security

before making loan extensions is another issue. Because the existence and growth of SMEs are uncertain, assets-backed collateral for SMEs is usually rated at "carcass value" to ensure that the loan is realistically covered in the case of failure. Because of this, even in cases where SMEs are able to produce collateral, it often turns out to be insufficient to cover the initial project costs. Some scholars have already stated that these are some of the obstacles preventing the majority of SMEs in South Sudan from obtaining financing from banking institutions.

**1.3. Objectives of Study**

The study looks into how small and medium-sized enterprises perform in relation to strategic management. To determine the necessary training for entrepreneurs, evaluate the legal and regulatory framework supporting the use of strategic management.

**1.5. Significance of the Study**

It has previously been noted how crucial small and medium-sized businesses (SMEs) are to a country's economy. Mention the fact that the informal sector is the backbone of the economy in developing nations and that small and medium-sized firms (SMEs) account for up to 90% of all businesses in the majority of countries globally. Small and medium-sized enterprises (SMEs) are crucial to the rapid adoption of innovations because of their size and adaptability. One such instance of relevant technology being quickly adopted by SMEs is the use of mobile money. The researcher believes it is worthwhile to investigate elements like mobile money that have the potential to increase the effectiveness of Small and Medium Scale Enterprises (SMEs). The Contributors to the Management of Small and Medium Enterprise SMEs will provide information on subjects related to the management of Small and Medium Enterprise SMEs, including how they manage human resources and succession planning, assess employee productivity and performance, and more. The significance of this study will give entrepreneurs and business owners insight into the advantages of implementing strategic management in their small and medium enterprise, enabling them to improve and advance their industries for the benefit of South Sudan, the East African region, and the rest of the continent. This study will provide important decision-makers and legislators information about small and medium-sized enterprises (SMEs) in M-Gurush Mobile Money Transfer Co. Ltd. in Juba and how pertinent laws may be modified to appropriately serve this private sector. The results of this study will give academicians a space to do additional research on how to increase the adoption of strategic management methods by SMEs.

**Conceptual overview**

**Strategic Management**

- Environmental Scanning
- Strategy Formulation
- Strategy Implementation
- Strategy Evaluation

**Small /Medium Enterprises**

- Commercial Banks
- Business Suppliers
- Trade Credit
- Equipment Loans
- Personal Resources



**1.8. Conceptual Framework**

A conceptual framework is a written or digital product that describes primary subjects, including variables, concepts, and relationships. It aids in defining issues, formulating research questions, and locating relevant material. The study uses a conceptual framework to illustrate

strategic management's contribution to small and medium-sized business success through diagrammatic representation and examples.

## **2. Literature review**

The purpose of this study is to look at the financial difficulties experienced by South Sudan's SMEs, as was already discussed in the first chapter of this research. The percentage of Small and Medium Scale Enterprises (SMEs) economic activity has significantly expanded over the past few decades in sub-Saharan Africa's and Africa's overall developing nations. As a result, the small and medium-sized businesses' incapacity to successfully manage their own finances is a particularly troubling trend given the small contributions they make to the national government's revenue budget in the form of direct and indirect taxes. It is very significant to look into some of the financing challenges that Small and Medium Scale Enterprises SMEs are dealing with in order to pinpoint some of the critical elements impacting the management of finance in these SMEs. The concepts of SMEs and financing are briefly reviewed, along with the definitions of short-term financial availability, information asymmetry, management expertise, and transaction costs. This chapter then goes over the pertinent literature. An overview of the ideas pertaining to financing and the expansion of SMEs is given in the following portions of the chapter. The study's conceptual framework is introduced following a thorough analysis of earlier research, which contains actual data on funding and associated challenges for SMEs.

### **2.1. An Overview of Mobile Money's History and Impact African history of mobile money**

The Background and Effects of Mobile Payments Africa saw the introduction of mobile money with the launch of M-Pesa. In March 2007, Safaricom and Vodacom formed an arrangement to formally launch M-Pesa in Kenya. Starting in October 2005, the system operated as a test programme for almost two years until March 2007 (The Economist, 2015). In just four years, there was a 17 million rise in subscribers in Kenya alone. It is noteworthy that compared to its neighbours in Tanzania, Mozambique, Lesotho, South Africa, and M-gurush, South Sudan, Kenya's success rate in 2019 was lower. Global experts felt that addressing the low degree of financial inclusion in many African countries was the main goal of the mobile money system. The success of M-Pesa in Kenya was ascribed to several crucial factors, as highlighted by the Economist (2015). Some Small and Medium Enterprises (SMEs) lack a common definition, according to Ward (2005), because definitions vary depending on who defines them and where they are defined. In Canada, for instance, a business is classified as small if it employs less than 100 people, and as a SME if it employs 500 or less. On the other hand, a small firm is defined by the World Bank as one that employs fewer than 500 people. Small businesses, like the typical small retailers found in cities like chop houses and hair salons, employ five to nineteen people. A medium-sized business, which includes manufacturing and exporting companies, employs 20 to 99 workers. SMEs are even more important since they play a critical role in decreasing poverty, increasing GDP, and creating jobs for the majority of the population (Benzing & Chu, 2012). SME sizes range from extremely tiny microfirms run by one or two individuals with very sluggish development or no growth to medium-sized companies that grow quickly and generate millions of dollars, most of which employ up to 250 people, according to Fjose et al. (2010).

### **2.2. The concept of SME financing Small and Medium Enterprises**

The practise of securing funds to achieve a specific goal is known as financing. In the context of SMEs, "SME financing" refers to the funding of small and medium-sized businesses through bank loans, equity agreements, hire-purchase agreements, and other arrangements, as well as the related expenses and prices. According to Sadiq (2016), there is a need for new

programmes and better ways to promote SME financing because it is underserved in both the global economy and individual countries' financing sectors.

**Tax avoidance:** The unlawful dodging of taxes by people, businesses, and trusts is known as tax evasion. In order to lower their tax liability, taxpayers often evade taxes by knowingly lying to the authorities about their true income status. This involves submitting fictitious tax returns, whereby individuals underreport their income or understate their deductions (Adebisi & Gbegi, 2013). The executive branch of the European Union, the European Commission (EC), estimated in April 1996 that small and medium-sized enterprises (SME's) accounted for 90% of all businesses and 63% of the workforce worldwide (Munro, 2013). This illustrates the importance of SMEs to economies and the reasons they should not be disregarded.

### **2.3. Theories of Small and Medium Enterprises SME financing**

**The theory of transaction cost economics:** According to economic theory, an organisation must take into account the complexity of the transactions, including the risks involved, the reversibility of commitments, the frequency of their recurrence, and the uncertainty surrounding them (Ghoshal and Moran, 1996). According to the theory, knowing these effects enables one to decide if a transaction is worthwhile at all and, if so, how best to carry it out at the lowest feasible cost (Grover and Malhotra, 2003). TCE theory is crucial for SMEs since, given their little size, inexperienced managers and uneducated firm owners may find it difficult to regulate and reduce transaction costs (Michaelowa and Jotzo, 2005).

**Strategic Network theory of the Firm:** In response to criticisms of the RBV theory of the firm, the strategic network theory introduced players who operate outside of a company's boundaries, shifting the emphasis away from the idea that strategic resources can only be found within the firm (Gulati et al., 2000). In their (2000) explanation of the strategic network theory, Gulati et al. contended that in order for an organisation to function in the market, it must have both horizontal and vertical strategic networks to its supply chains. Cartwright and Oliver (2000) provide additional clarification by stating that strategic networks are alliances between two or more organisations that are formed with the intention of maximising each organization's share of the advantages from the arrangement as well as the alliance's overall competitive advantage.

**The financial Institutions:** Most studies indicate that differences in the structure and lending capabilities of financial institutions affect the funding alternatives accessible to small and medium-sized enterprises (SMEs) (A.N., Berger & G.F. Udell, 2004). These differences may have a major effect on the availability of funds to Small and Medium Enterprises (SMEs) by affecting the viability with which financial institutions may employ the various lending technologies (be it transaction lending or relationship lending), in which they have a comparative advantage to provide fund to different businesses.

**The Small and Medium Enterprises SME Operators:** Paul Derreumaux, chairman and CEO of Bank of Africa, listed the three main barriers that keep banks from lending money to small and medium-sized enterprises. These include a lack of equity in SMEs, a lack of organisational structure with regard to accounting, administrative administration, and human resources, among other areas, and, lastly, a lack of forward-thinking vision on the part of the company. This clearly shows that there isn't a one, widely recognised definition of SMEs. Further definitional changes will depend on the country, industry, firm size, assets, and products. SMEs are defined as businesses with less than 100 employees and a maximum of 250 employees in industrialised nations (the USA and Europe). SMEs in developing countries, especially those in Africa, are classified as companies with less than fifty employees (Levine, 2005).

## **Types of financing available to small and Medium Enterprises SMEs**

**Equity versus Debt:** It is crucial to thoroughly consider the factors that led one to select a specific financing source over another or a combination of sources. There are several things to take into account, some of them are as follows:

**Leverage and Owner's Equity:** Leverage and Owner's Equity: Borrowing creates financial leverage since interest payments increase the cost of credit. Consequently, a rise in a company's earnings before interest and taxes as a percentage will result in a corresponding increase in net earnings. Owner's equity will appreciate as a result. Conversely, a lower net earnings before interest and tax will lead to a lower net earnings percentage drop and, thus, a lower owner's equity depreciation. Consequently, borrowing debt increases the risk to owner equity and increases profits volatility. Equity capital does not create financial leverage (Brealey and Myers, 1996; Wert and Henderson, 1979).

**Flexibility:** A business must be ready to adapt to a changing economic environment, particularly in terms of upcoming funding decisions. According to Wert and Henderson (1979), a company that incurs excessive debt may be forced to use equity financing during a period when the equity market may not be at its most beneficial. Other options might not be as desirable in this case. For example, a corporation with significant levels of debt may be forced to take on more debt at very high interest rates by lenders, who would want bigger returns from such a company. If not, the company might be forced to forgo extremely attractive business opportunities due to a large reduction in capital expenditures. On the other hand, too much equity could lead to a similar problem. In this case, a business's choice to outsource operations will provide difficulties. To be really flexible, a firm must have a healthy balance of capital in its capital mix, according to Wert and Henderson (1979).

## **Sources of Financing for Small and Medium Enterprises SMEs**

**Debt Friends and Relatives:** Due to the risk involved, financial institutions are reluctant to fund start-up enterprises; therefore, loans and contributions from friends and family are common sources of funding, especially for young businesses. However, this source of funding has a potentially dangerous expense. Many friends' families find it challenging to keep up their status as passive debtors or investors. They usually try to interfere with operations and policy (Kuriloff et al., 1993; Longenecker et al., 1994). Kuriloff et al. (1993) proposed a solution to this problem by treating these loans like bank loans and putting all the information in paper, including interest rates and payment schedules.

**Commercial Banks:** Commercial banks are the most often used source of debt financing for small firms, according to Hisrich and Peters (1995). This assertion is further supported by Longenecker et al. (1994). Once more, Longenecker et al. (1994) claim that most loans given by commercial banks to small firms are short-term, even though some of them do offer long-term loans to SMBs. According to Kuriloff et al. (1993), commercial banks often provide loans for the acquisition of fixed assets or working capital.

**Business Suppliers:** Companies can benefit in one way or another from suppliers' credit. It's important to give this source credit, especially for SMEs. The suppliers allow the company some time to cover the cost of the items. The credit periods vary from a few days to many years, according to Broom et al. (1983). Business suppliers might offer credit in two ways: trade credit or equipment loans and leases.

**Trade Credit:** It is essentially the process of taking out a loan in order to purchase goods and services from a supplier. The purchasing firm is given a brief window of time, often ranging from 30 to 120 days, to repay the loan (Broom et al. 1983). Broom et al. (1983) and Moyer et al. (1992) claim that suppliers are more willing to work with SMEs than banks are. While banks could require cash flow budgets and financial statements before extending a credit line, suppliers would only need to check SMEs' creditworthiness. Suppliers, regardless of the size of



the business, are usually eager to expand their customers and, consequently, more willing to assume greater risk. When it comes to adhering to credit terms, suppliers are more understanding. Banks require strict adherence to loan terms and monitor borrowers more closely than suppliers.

**Equipment Loans and Leases:** Many SMEs find it difficult to raise the capital required to purchase specialised machinery and equipment in their entirety. These items of equipment are ultimately purchased by them in installments. An initial down payment of approximately 25 to 30 percent of the cost of the essential equipment is often made, according to Longenecker et al. (1994). The remaining sum may be amortised over a period of three to five years. This process is known as "loans of equipment." An option to this is to lease equipment. Businesses now have greater investment options and require less capital overall as a result of this arrangement. However, altogether, renting equipment is typically more expensive than buying it outright. But when protection against obsolescence and continuous specialised maintenance are required, leasing might be a preferable choice (Broom et al. 1983).

**Personal Resources:** Again, Longenecker et al. (1994) pointed out that personal savings of company founders and partners constitute a substantial source of finance, particularly in the early stages of a firm's development. Contributions from individuals also aid in obtaining extra funding from other sources. Large financial commitments from business owners typically inspire great trust in prospective investors. Aside from personal money, Kuriloff et al. (1993) also include additional personal resources. Among them is taking out a loan and pledging personal assets like a home and bonds as security.

**Strategic Management:** The notion of "strategic management" pertains to the methods by which businesses establish enduring competitive advantages that generate value (Ramachandran, Mukherji & Sud, 2006). According to Ireland, Hittetal's (2001) lecture, strategic management can be seen of as establishing the framework for owners' and managers' behaviour, or the taking advantage of chances. It entails the creation and execution of the main objectives and initiatives undertaken by the upper echelon of a company on behalf of its owners, taking into account available resources and evaluating the competitive internal and external environments (Nag, Hambrick, and Chen, 2007).

### **Stages of Strategic Management**

**Environmental Scanning in SMEs:** The goal of environmental scanning is to identify the specific factors of influence in the process of formulating a company's strategy as well as to evaluate the significant factors that could affect the company's development both now and in the future (Beal, 2000). Any organization's environment is made up of two components: its internal and external environments. The organization's internal environment reveals the boundaries within the company. It comprises the company's resources, culture, structure, and strengths and limitations (Beal, 2000). According to Pettigrew (1992), SMEs must understand how important the organisational context is in determining how well the strategy is implemented. On the other hand, according to Simon (1993), SMEs were keen to strike a balance between internal contexts and strategic practises that could determine the overall course of the business. A thorough comprehension of the internal context will yield distinct strategic outcomes.

**Strategy Formulation in SMEs:** Formulating a strategy is the second stage of strategic management. In order to effectively manage opportunities and dangers externally, this approach combines strengths and weaknesses within (Fowler and Hope, 2007). Many academics think that the logical process of strategic planning, which includes developing the mission, goals/objectives, processes, and control systems, is how strategies are developed in the SMEs sector (Karami, 2007). These are also the main topics that this study will look at in relation to South Sudanese manufacturing SMEs. When formulating a strategy, managers'

expertise and abilities are vital to the organisation. Additionally, the manager's perspective will guide the organization's comprehensive operations, which include assigning various employees to the appropriate positions so they can develop strategies by combining their skills and talents, developing a semantic network (cognitive map), integrating employees with shared system knowledge, and creating a team of strategic experts whose purpose is to accomplish the company's objective.

**Strategy Implementation in SMEs:** It is essential to put a strategy into action after it has been developed. Promoting and creating programmes to implement the developed policies and strategies is the strategy's implementation (Wheelen and Hunger, 2000). On the other hand, Sanchez and Sanchez-Marin (2005) contended that a company's size provides flexibility that has a favourable impact on its supply chains for marketing and production. Furthermore, because they are more flexible and have a lower cost of investment, SMEs are more likely to adapt to change than larger companies in a dynamic environment. Sometimes, senior management's leadership can have a significant impact on how a strategy is implemented. According to research by Swierczek and Ha (2003), managers that are highly productive, capable of taking risks, and innovative will also have high levels of strategic management. An effective communication strategy involving all members of the organization's workforce is based on the growing body of research emphasising the significance of employee participation in decision-making and action at all levels (Analoui, 2000). In order to examine the features of strategy implementation in the chosen businesses, the South Sudanese manufacturing SMEs will be examined from three angles in this study: structure, leadership, and human resources.

**Growth of Small and Medium Enterprises SMEs in South Sudan:** Due to the protracted fighting and previous neglect, South Sudan's economy has suffered greatly and is now mostly dependent on oil money, an unrenowable and unsustainable source of income. Additionally, the conversion of oil revenue into other forms of capital that will create enough jobs for the populace will take a long time in this country. Therefore, it is crucial for the new nation to establish an atmosphere that supports inclusive growth by encouraging small and medium-sized businesses. This would help to reduce poverty and uphold peace and security. One of the main causes of the conflict in South Sudan has been a lack of development. Over one-third of the population does not have secure access to food, especially women-headed households. At least 80% of the population is income-poor, subsisting on less than \$1 per day. The South Sudan Development Plan (SSDP), an interim medium-term plan created by the government, aims to quickly transform rural areas in order to raise living standards and increase job possibilities. Through sustainable use of natural resources and land management, the strategy seeks to ensure food security and improve livelihoods and income production for the people of South Sudan. With clearly defined roles for public and private players, the plan also intends to enhance and accelerate the sustainable development and broad-based economic growth spearheaded by the private sector in South Sudan. The goal of this project is to assist the government in fostering an atmosphere that will allow the private sector to flourish quickly in important growth areas.

### **Small and Medium Enterprises SMEs Challenges in Macro Environment**

**Political Risk:** According to Deresky (1995), managers of multinational corporations should look into the political risks they subject their business to in different nations and how these risks may affect the firms' ability to make money. Various approaches to managing political risk are proposed by Allan & Richard (1993). One method of predicting this risk is to look at the political structure and assess the total risk. SMEs in Africa are confronted with several obstacles such as labour disputes stemming from inadequate legal frameworks, inadequate coordination, ethnic violence, and a shortage of skilled workforce (Bowen et al., 2009; Katua, 2014).

**Economic Risk:** Evaluating economic factors related to the market's size and nature should come first when assessing a foreign market environment (Michael and Ilkka 2007). The economic variables that are associated with the different features of the market include geography, infrastructure, income, population, consumption patterns, and attitudes towards foreign participation in the economy. The degree of economic growth of a nation typically dictates its level of economic stability and, thus, its relative risk to a foreign company. An economy's risk is determined by a nation's capacity or desire to fulfil its financial commitments. (1995, Deresky).

**Technology Risk:** Innovative technology gives businesses a significant competitive edge, but it also presents a risk to global trade in managing the spread of proprietary technology. (1995, Deresky). An MNC's worldwide activities might yield numerous technological advantages. It is possible to integrate and exchange specialised management knowledge as well as transfer advances from cooperative research and development among affiliates worldwide (Deresky, 1995). Technology transfers and piracy carry a significant and expensive risk. Governments restrict patent protection, fees, and licencing agreements (Deresky, 1995). According to Philip (1996), technology is not only essential for economic expansion but also gives many products a competitive advantage in the current global marketplace.

**Culture Risk:** According to Michael and Ilkka (2007), one of the most difficult aspects of the global marketplace is culture. A manager must possess both factual and evaluative understanding of culture. The reality that we must live a culture; we cannot learn it, which leads to complications. Globally prosperous businesses must exercise patience, avoid rushing into decisions, and meticulously plan their operations by adhering to the most fundamental business principles. (Understand your situation, your target market, and your client). To be successful in a foreign market, foreign marketers must develop an appreciation for the subtleties of cultures that differ from their own, according to Philip (1996).

### **Small and Medium Enterprises SMEs Challenges in Micro Environment**

**Lack of infrastructural facilities:** The survey also discovered that SMEs struggle with a lack of infrastructure. Infrastructural development has the power to boost or hinder entrepreneurship in a nation. Put another way, Boter & Lundstrom (2005) found that the availability of infrastructure dictates whether SMEs succeed or fail. For instance, firms cannot run at full capacity or at a high cost if there is insufficient energy or a sufficient power supply, buildings, or roads (Fjose et al., 2010; Hatega, 2007).

**Access to financing:** A sufficient supply of financial capital is necessary for the expansion of SMEs in Africa. On the other hand, Fjose et al. (2010) have identified a lack of funding as a hindrance to this kind of growth. Since the lending banks or other financial organisations need collateral, investors are unable to obtain financial capital through short- or long-term loans.

**Poor management:** One of the biggest issues that companies from all across the nation are dealing with is inadequate management. This results from the majority of SMEs' operators or managers not having sufficient managerial experience. Due to their lack of experience and training, many business owners manage their companies primarily through trial and error, performance, and short-term gains, paying little attention to strategic management (Hill, 1987).

**Competency and capability:** The lack of managerial ability that many SMEs face is a significant obstacle. This indicates the expertise, experience, and knowledge of company owners and managers. According to Murithi (2015), competence is derived from a manager's capacity to integrate both material and immaterial resources to create capabilities, which when successful, lead to competences.

**SWOT analysis in M-Gurush Money Transfer:** SWOT analysis is a method for strategic planning into those categories in M-Gurush Money Transfer. The analysis demonstrates that

SWOT is a useful tool for businesses. Its ease of use and ability to extract highly important business elements for the organisation enable appropriate engagement, utilisation, and support. Therefore, SMEs can successfully implement SWOT analysis despite challenges including scarce resources, time constraints, and moderate business analytical competencies. It makes sense to suggest some tactics to improve the effectiveness of the mobile money services in light of the SWOT matrix. The TOWS matrix is employed to determine the various approaches. Managers and consultants could utilise the matrix, according to Suhana M., Sedigheh M.i., and Suhaiza Z.i. (2017), to assess the situation and create important plans and actions to take. The components of SWOT analysis for small and medium-sized businesses' strategic management M-Gurush Money Transfer's Operation S-O (Strengths-Opportunities): Provide important tactics that could make the most of external opportunities while maximising the strengths.W-O (shortcomings-Opportunities): Provide critical tactics for leveraging outside opportunities to overcome weaknesses.S-T (Strength-Threats): Provide essential tactics to strengthen strengths by lessening the effect of external threats.SO Techniques: Providers of mobile money services should seize the opportunity presented by the industry's expansion to enhance the service's availability and accessibility by assisting in the establishment of additional agent offices and access points.

### **3. Methodology**

A research design is a methodical approach to combining components of investigation and problem-solving. According to Kothari (2004), a research design is the establishment of standards for data collection and analysis with the goal of achieving a balance between procedural efficiency and relevance to the study objective. It serves as a manual for gathering, figuring out, and analyzing data. An exploratory research design will be employed. This kind of research design is primarily concerned with concepts and insights (Kothari, 2004). An exploratory study can be used to find out "what is happening; to seek new insights; to ask questions and to assess phenomena in a new light" (Robson, 2002). This study uses a qualitative methodology to observe participants in their normal environments at M-Gurush Mobile Money Transfer Co. Ltd., a medium-sized financial firm in Juba City, South Sudan. The research focuses on attitudes, perceptions, and points of view without statistics, considering primary and secondary data sources. Primary data is original, fresh data collected through surveys and interviews, while secondary data is previously collected and analyzed by others. Primary data can be collected through observation, case studies, focus groups, questionnaires, and diaries, while secondary data includes any activity involving evidence extraction. The researcher utilized a questionnaire for qualitative data collection, focusing on in-depth interviews to understand participants' perspectives on a research issue. These in-depth interviews provide direct communication and lower non-response rates, but require interviewers to possess the necessary skills for effective conduct.

### **4. Data Analysis and Presentation**

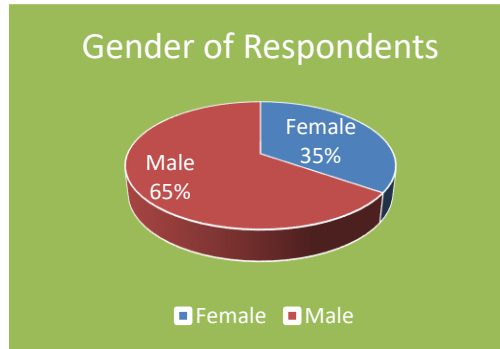
The Statistical Package for the Social Sciences (SPSS) was used to test the study's hypotheses. In the current study, Version 16 was utilised for data analysis and presentation. The direction of the association between -1.00 and +1.00 is shown by the correlation coefficient's sign (or-). In order to ascertain the relationship between critical strategic management dimensions (environmental analysis, business strategy, organisational structure, and organisational process) and the performance of commercial banks, the Pearson Product-Moment Correlation coefficient was employed in this study.

### 4.1. Gender

4.1. Gender	Frequent	Percent
Females	18	34.62
Males	34	65.38
Total	52	100.00

Source: Field Survey Data 2023

According to the table above, 65.38% of respondents were men and 34.62 percent of respondents were women.

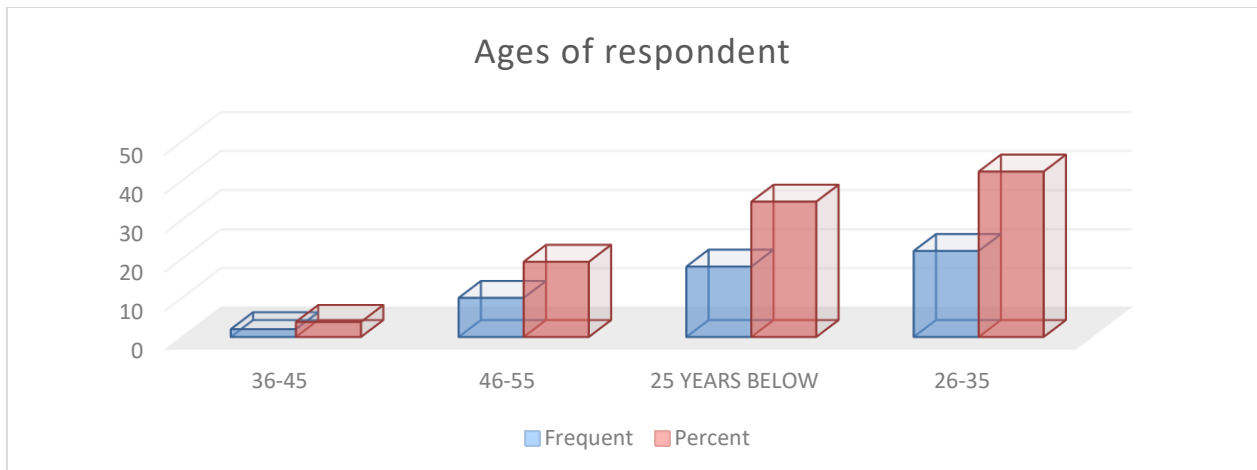


### 4.2. Age

AGE	Frequent	Percent
36-45	2	3.85
46-55	10	19.23
25 YEARS BELOW	18	34.62
26-35	22	42.31
Total	52	100.00

Source: Field Survey Data 2023

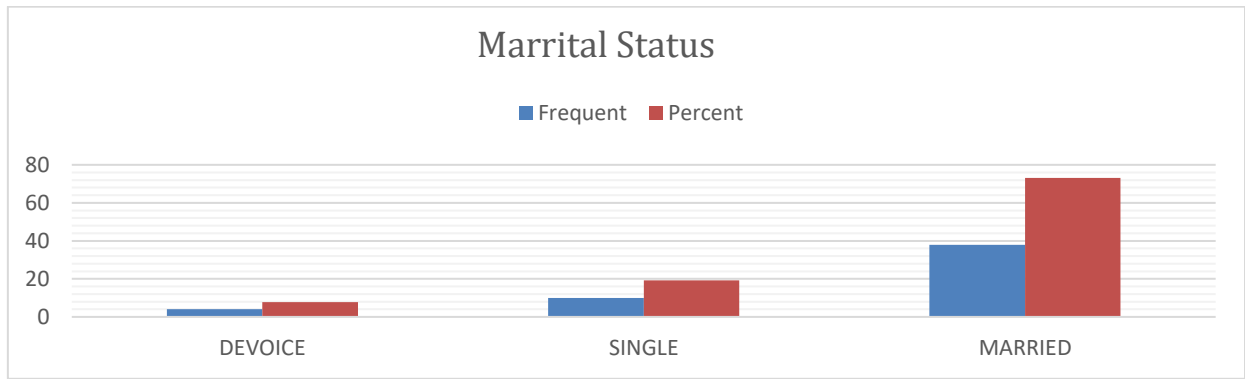
According to the age distribution of the respondents, the group between 36 and 45 made up 3.85%, followed by those between 46 and 55 (19.23%), those under 25 (34.62%), and those between 206 and 35 (42.31%).



### 4.3. Marital Status

Marital Status	Frequent	Percent
Devoice	4	7.69
Single	10	19.23
Married	38	73.08
Total	52	100.00

The table above reveals that 7.69% devoice, 19.23% single, and 73.08% married were the results of the analysis of marital status.



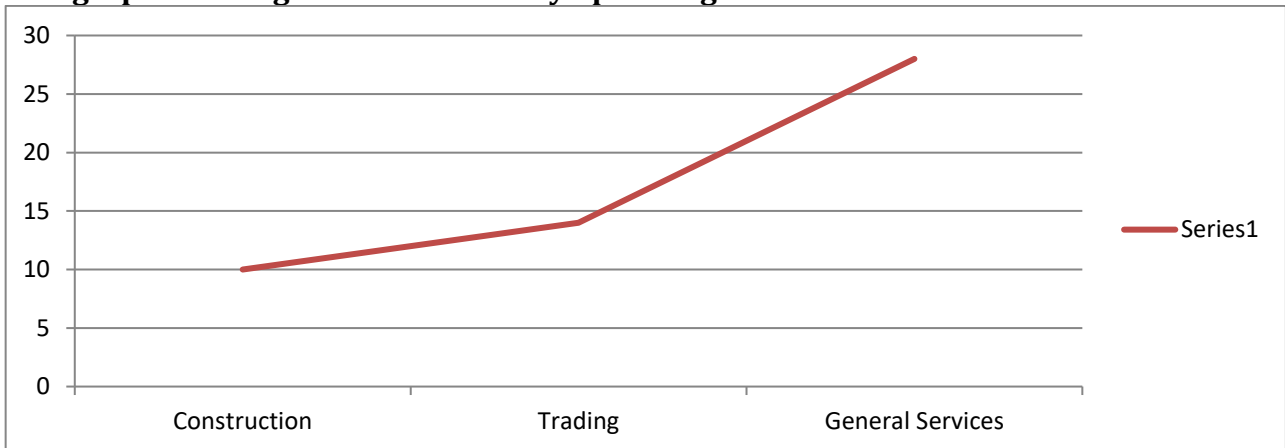
**Table 4.5. Nature of Industry Operating**

Operating Activities	Frequency	Valid Percent	Cumulative Percent
Construction	10	19.2	19.2
Trading	14	26.9	46.2
General Services	28	53.8	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

Analyzing the types of industries that operate within an organization, general services accounted for 53.8%, trading for 26.9%, and construction for 19.2%.

**Line graph showing nature of Industry operating**

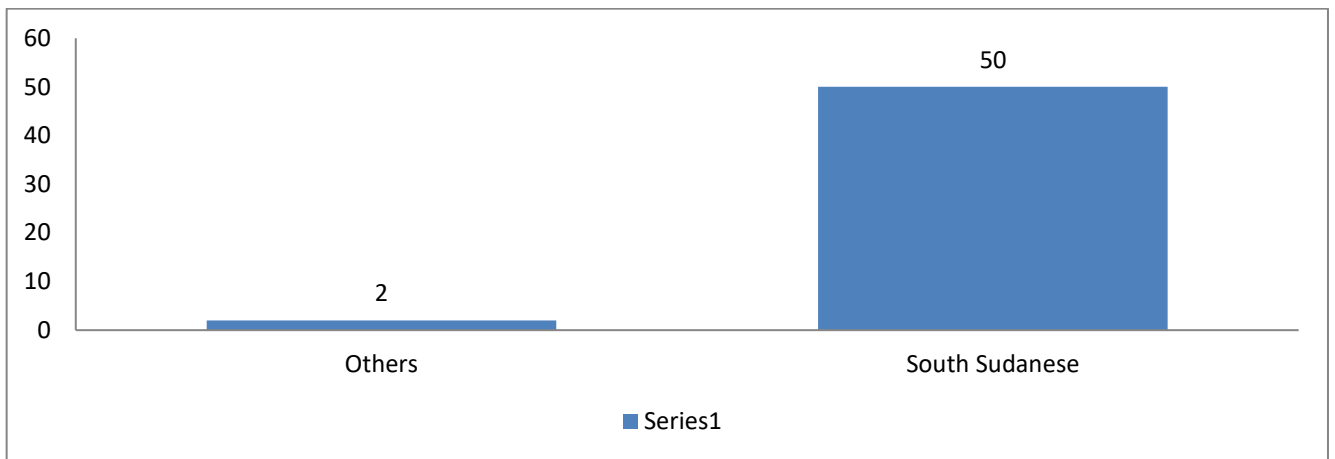


**Table 4.6 Ownership of the Business**

Ownership of Business	Frequency	Valid Percent	Cumulative Percent
Others	2	3.8	19.2
South Sudanese	50	96.2	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

According to an analysis, 3.8% of small and medium-sized enterprises were held by people from South Sudan, accounting for 96.2% of all SMEs



**Table 4.7. Showing Trade Status**

Trade Status	Frequency	Valid Percent	Cumulative Percent
Exporters	8	15.4	15.4
Non Exporters	44	84.6	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

According to the data, 15.4% of people were exporters and 84.6% were non-exporters. It indicates the bulk of non-exporters.

**Figure Showing Trade Status**

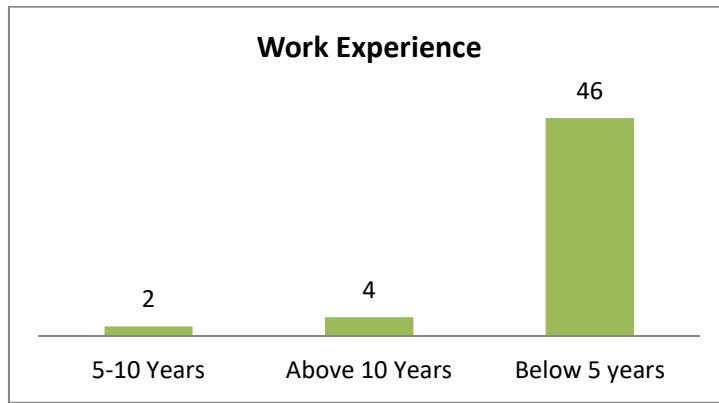


**Table 4.8 Showing Experience**

Experience	Frequency	Valid Percent	Cumulative Percent
5-10 Years	2	3.8	3.8
Above 10 Years	4	7.7	11.5
Below 5 years	46	88.5	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

According to table 4.8 above, the percentages for those aged 5 to 10 were 3.8%, those aged 11 to 10 were 7.7%, and those aged 5 or less were 88.5%.

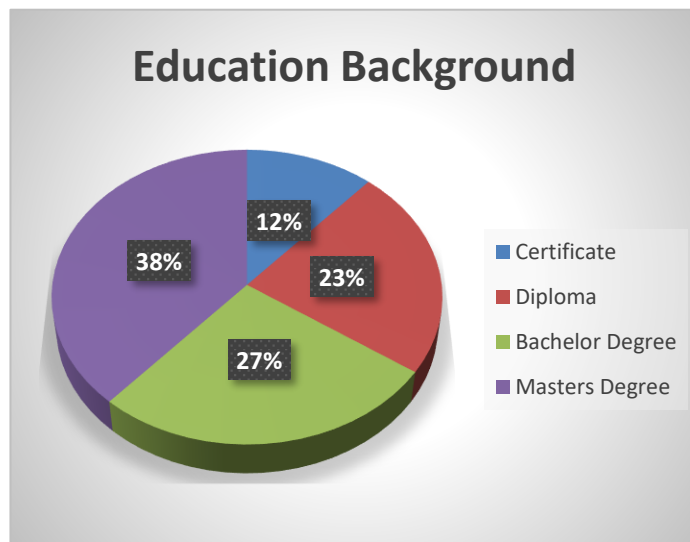


**Table 4.9 Showing Education Level of Respondents**

Education Level	Frequency	Valid Percent	Cumulative Percent
Certificate	6	11.5	11.5
Diploma	12	23.1	34.5
Bachelor Degree	14	26.9	61.5
Masters Degree	20	38.5	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

In terms of respondents' educational attainment, 11.5% held certificates, 23.1% held diplomas, 26.9% had bachelor's degrees, and 38.5% held master's degrees.



**Table 4.10 Showing Financial statement complete shortly after the end of the month**

Opinion	Frequency	Valid Percent	Cumulative Percent
Yes	6	11.5	11.5
No	46	88.5	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

According to the analysis's findings, 88.5% of respondents said that their financial statements were not full by the end of the month, while 11.5% said they were.

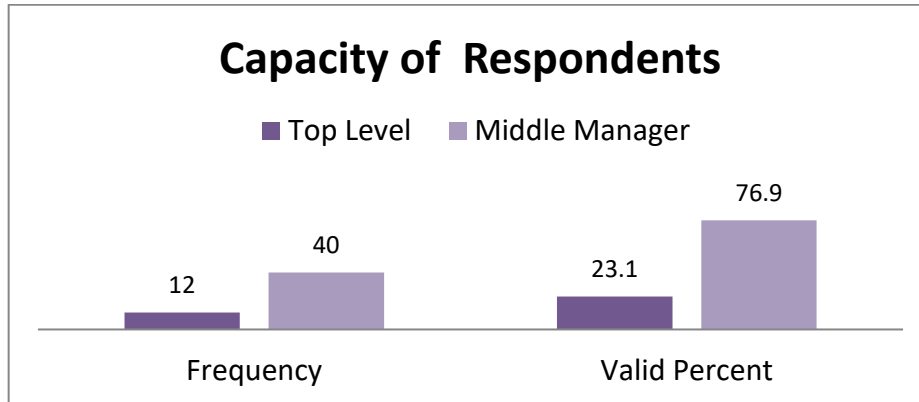
**Table 4.11 Showing Current Capacity of an Organization**

Capacity	Frequency	Valid Percent	Cumulative Percent
Top Level	12	23.1	23.1
Middle Manager	40	76.9	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023



According to the data, 23.1% of managers were at the top level, while 76.9% were in the medium level.



**Table 4.12 Showing Nature of Company**

Nature of Company	Frequency	Valid Percent	Cumulative Percent
Partnership	2	3.8	23.1
Private Limited	50	96.2	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The majority of respondents (96.2%) stated that the M-Gurush Company was a private limited company by share, while the remaining 3.8% stated that the company was a partnership limited by grantee.

**Table 4.13 Showing Performance Indicators**

Details	Frequency	Valid Percent	Cumulative Percent
Employees	2	3.8	23.1
Customers	50	96.2	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

96.2% of the firm's value is attributed to its customers, and 3.8% is attributed to its staff. The corporation also prepares quarterly profit and loss estimates, which are reviewed with the management team.

**Table 4.14 Thing an Organization /Company value most**

Money Transfer	Frequency	Valid Percent	Cumulative Percent
Employees	8	15.4	15.4
Profits	10	19.2	34.6
Customers	34	65.4	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The analysis indicated that what the organization/ Company value most whereas follows customers 65.4%, profit was 19.2% and Employees were 15.4%

**Table 4.15 Showing Company prepare profits loss forecast each quarter and Reviews them with management**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	16	30.8	30.8
Yes	36	69.2	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

According to the above table, 69.2% of respondents stated that their company forecasts capital expenditures and cost of goods sold at least once every quarter, while 30.8% stated that their company does not predict these costs and costs of goods sold at least once every quarter.

**Table 4.16 Profit and loss forecasts prepared and review for enough in advance**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	10	19.2	19.2
Yes	42	80.8	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

On analyzing Profit and loss forecasts prepared and review for enough in advance 19.2% say no and 80.8% say yes

**Table 4.17 Showing cash flow forecast prepare showing all Sources uses of cash**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	16	30.8	30.8
Yes	36	69.2	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

Table above indicate that 88.5% said yes cash flow forecast prepared shows all source and uses of cash and 11.5% said cash flow forecast prepare does not show all sources and uses of cash.

**Table 4.18 Showing Identified the core competitive strengths of your Business**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	16	30.8	30.8
Yes	36	69.2	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

69.2% said they do not indentified the core competitive strengths of the business and 30.8% of respondents opinions they do not identified the core competitive strength .

**Table 4.19 Showing Financial Statement Completed shortly after the end of the month**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	6	11.5	11.5
Yes	46	88.5	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The study shows that 11.5% say no and 88.5% say yes financial statement is completed after the end of the month. And 88.5% say yes financial Statement Completed shortly after the end of the month

**Table 4.20 Showing core Compleitive strength of Business**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	2	3.8	3.8
Yes	50	96.2	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

On analysis the core competitive strength of Small medium scale Enterprise (EMEs) 3.8% say yes small scale business have competitive strength to operate and 96.2% say no business have no core competitive strength despite being operational

**Table 4.21 Showing Financial statement complete shortly after the end of the month quarter**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	8	15.4	15.4
Yes	44	84.6	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The above table demonstrates that 64.6% of respondents stated that the financial statement is complete shortly after the month-end, while 15.4% answered that it is not.

**Table 4.22. Historical Financial Statements Accurate**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	6	11.5	11.5
Yes	46	88.5	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

According to the above table, 88.5% of respondents agreed that the historical financial statements were accurate and presented in a way that made it reasonable for readers to understand why the results happened, while 11.5% disagreed.

**Table 4.23. Showing loan size business Apply for**

Loan Size your Business applying for	Frequency	Valid Percent	Cumulative Percent
Small Loan	14	26.9	25.9
Large Loan	18	34.6	60.5
Large Loan	18	34.6	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The above table shows that Small Loan was 26.9%, Large Loan was 34.6% and large loan was also 34.6%

**Table 4.24. Business and Entrepreneurial skills of SMEs**

Opinion	Frequency	Valid Percent	Cumulative Percent
Non	4	7.7	7.7
Rare	22	42.3	50
Several time	26	50.0	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The results on business and Entrepreneurial skills of SMEs rating shows that 7.7% were non, rare was 42.3% and several time was said to be 50.0%.

**Table 4.25. Showing time, the Company been in Operation**

Time in Operations	Frequency	Valid Percent	Cumulative Percent
Between 11-15 years	2	3.8	3.8
Between 6-10 years	5	9.6	13.4
less than 5 years	45	86.5	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The results in the above table 4.3. Indicated that the Company has been in operation between 11-15 years as shows by 3.8%, between 6-10 years was 9.6% and less than 5 years was 86.5%.

**Table 4.26. Showing Conditions and procedures of Micro Finance Institutions Favors' Business in obtaining loan**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	18	34.6	34.6
Yes	34	65.4	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

According to the analysis table, 33.3% of respondents said that microfinance institutions' terms and practices hinder firms from obtaining loans, while 66.7% said that they do.

**Table 4.27. Showing professionals in Managerial position**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	8	15.4	15.4
Yes	44	84.6	<b>100</b>
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

On analyzing the present of professional in an organization the study reveal that 14.8% said there was no professional in managerial positions in an organization and 85.2% said that there were professionals in an organization.

**Table 4.28. Showing Qualification of management team**

Qualification	Frequency	Valid Percent	Cumulative Percent
Diploma	6	11.5	11.5
High School Certificate	6	11.5	23
Bachelor Degree	14	26.9	49.9
Master Degree	18	34.6	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The results shows that respondents with Diploma were 11.5%, High School Certificate were also 23%, Bachelor Degree were 26.9% and Master Degree qualification were 34.6% that mean majority of respondents were master holders.

**Table 4.29. Showing existing organizational plan**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	2	3.8	3.8
Yes	50	96.2	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

Majority of respondents 96.3% said that there was existing business plan among organizations and 3.7% shows that organization has no existing business plan.

**Table 4.30. Showing main rating bankers refused offering Customer's loan**

Opinion	Frequency	Valid Percent	Cumulative Percent
Average	6	11.5	11.5
Good	16	30.8	42.3
Excellent	30	57.7	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The above table 4.8 showing the rate of relationship between Bankers Average was 11.5%, Good was 30.8% and Excellent was 57.7%.

**Table 4.31. Showing being refuse Credit in the Bank**

Opinion	Frequency	Valid Percent	Cumulative Percent
No	6	11.5	11.5
Yes	46	88.5	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

After analyzing the respondents' opinions, it was found that 11.1% of them did not believe the banking institution had denied them credit, and 88.9% of them claimed the reason for the denial was unclear and needed to be clarified.

**Table 4.32. Showing main reasons why Banker decline to offer loan**

Opinion	Frequency	Valid Percent	Cumulative Percent
Default on previous loan	2	3.8	3.8
Too small equity base	7	13.5	13.5
Lack of experience Management	23	44.2	57.7
No Security to pledge	20	38.5	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The following explains the primary reason why commercial banks are unlikely to yield you a loan. The data indicates that 3.8% of the factors were the past loan default; 13.5% were the too-small equity basis; 44.2% were the lack of experience in management; and 38.5% were the lack of security to pledge.

**Table 4.33. Showing Purpose of loan**

Opinion	Frequency	Valid Percent	Cumulative Percent
Experience of Business	8	15.4	3.8
Personal saving	10	19.2	13.5
Working Capital	14	26.9	57.7
Working Capital	20	38.5	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

Based on the opinions of the respondents above, the analysis results showed that the goal of customer loans was to fund startup capital (15.4%), experience in business (19.2%), personal savings (19.2%), working capital (26.9%), and 38.5%, in that order. This suggests that lending to small firms can enhance their standard of living.

**Table 4.34. Showing source of funds**

Statement	Frequency	Valid Percent	Cumulative Percent
Bank Loan	2	3.8	3.8
Personal savings	4	7.7	11.5
retained profit	8	15.4	26.9
Private Institutions	10	19.2	46.1
Trade Credit	14	26.9	73
Family Friends	14	26.9	100
<b>Total</b>	<b>52</b>	<b>100</b>	

Source: Field Survey Data 2023

The following were the sources of the business's findings: 3.8% went to bank loans, 11.5% went to personal savings, 15.4% went to retained earnings, 19.2% went to private institutions, 26.9% went to trade credit, and 26.9% went to family friends.

## Conclusion

The research study suggests that M-Gurush Mobile Money Transfer Co. Ltd. can enhance work environments through various strategies and policies, but the outcomes will depend on the specific work environment and the strategic management aspect involved. The study highlights the importance of strategic management in the functioning of South Sudan's small- and medium-sized mobile money transfer companies. The owners and managers of M-Gurush Mobile Money Transfer Co. Ltd. must consider various options to ensure the effectiveness of their strategic management instruments, impacting their operations and products. If insufficient consideration is given to the aforementioned strategic management variables, the successful functioning of M Gurush Mobile Money Transfer Co. Ltd. in South Sudan may remain a distant possibility. The expedited payment processing and service delivery offered by mobile money is a significant advantage for small and medium-sized businesses. It also removes the need to set up safe procedures for transferring cash or cheques to banks, saving time spent following up with clients to collect payments. Mobile money benefits small and medium-sized enterprises by expanding their customer base, reducing theft and counterfeit currency losses, and improving bookkeeping procedures. This indirectly boosts net revenue. Young entrepreneurs can increase their chances of success by adopting mobile money services from the start.

## Recommendations

The environmental analysis of M-Gurush Mobile Money Transfer Co. Ltd. in Juba, South Sudan, is crucial to assessing its realistic objectives. Strategic management, considering the environment and government goals, can significantly benefit small and medium-sized enterprises like M-Gurush. The business theory of effective strategic management is essential for M-Gurush's success. M-Gurush Mobile Money Transfer Co. Ltd. in Juba, South Sudan, needs to adjust its organizational structures and develop strategic management strategies to enhance operational efficiency. According to the researcher, the growing number of South Sudanese

users of the mobile money provider highlights how critical it is to change business procedures. By using technology, like mobile money, to expedite payment procedures and increase their clientele, business owners hope to speed their overall growth.

### Bibliography

- Afful, F. (2012). Africa's mobile banking revolution: *the poor now have access to financial services*. Available from: [http://mobilemoneyafrica.com/details.php?post\\_id=34](http://mobilemoneyafrica.com/details.php?post_id=34).
- Aker, J.C. and Mbiti, I.M. (2010). *Mobile phones and economic development in Africa*, CGD Working Paper 211. Washington, D.C.: Center for Global Development. Available from: [www.cgdev.org/sites/default/files/1424175\\_file\\_Aker\\_Mobile\\_wp211\\_FINAL.pdf](http://www.cgdev.org/sites/default/files/1424175_file_Aker_Mobile_wp211_FINAL.pdf).
- Aker, J.C., R. Boumniel, A. McClelland and N. Tierney .(2011). "Zap it to me: The Impacts of a Mobile Cash Transfer Program", Center for Global Development, Working paper September 2011. Available from: [www.cgdev.org/files/1425470\\_file\\_Aker\\_et\\_al\\_Zap\\_It\\_to\\_Me\\_FINAL.pdf](http://www.cgdev.org/files/1425470_file_Aker_et_al_Zap_It_to_Me_FINAL.pdf).
- Allen, K.(2013). *on the new frontier of mobile and money in the developing world*. Hydra 2(1) pp 49-59.
- Bracker, J. Keats, B & Pearson, J.(1988). *Planning and financial performance among small firms in a growth Industry*. Strategic Management Journal 9: 591-603.Cengage Learning.
- Cooper, R. & Schindler, P. (2007). *Business Research Methods*. New York: McGraw-Hill Publishers. 4th.Ed. New York, Prentice Hall Small Business Economics, 23, 5, 423-440.
- Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approach*. (2nd ed.). California: Sage Publications Inc.
- Elvira Zozimo et al .(2019). *Impact of Micro – Small and Medium Enterprises on South Sudan's Development*, School of Public Service, University of Juba, Juba City).
- Hill, CWL, & Gareth, RJ. (2012). *Essentials of strategic management*. USA: Cengage Learning.
- Hill, CWL, & Gareth, RJ. (2012). *Essentials of strategic management (3rd ed.)*. Boston:
- Hofer, W. C. & Schendel, D. (1978). *Strategy Formulation: Analytical Concepts*, West Pub.Company, Amazon.com
- Kothari, C. R. (2000). *Research Methodology, Methods and Techniques*. 2nd. Ed. International Publishers Ltd. Delh
- Kothari, C. R. (2004). *Research methods: Methods and techniques (2nd Ed.)*. New Delhi:
- Kraja, Y. & Osmani, E. (2013). *Competitive advantage and its impact in small and medium enterprises (SMEs) (Case of Albania)*. European Scientific Journal
- Majama, N.S. &Magang, T.I.T.(2017). *Strategic planning in small and medium enterprises (SMEs): A case study of Botswana SMEs*. Journal of Management and Strategy, 8(1), 74-103.
- Makanga, R.O. & Paul, S.N. (2017). *Influence of strategic management practices on performance of Kenya power and lighting company ltd.*, Nairobi County, Kenya. The Strategic Journal of Business & Change Management, 4(4), 289-306.
- Merriam, D. M.(1998). *Research Methods in Education and Psychology: Integrating Diversity with Qualitative and Quantitative Approach*. London: Sage Publications Inc.
- Mugenda, O. M. &Mugenda, A. G., (2003), *Research Methods; Quantitative and Qualitative Approaches*, Acts Press, Nairobi, Kenya. New Age International Publishers
- Nwankwo, F., Ewuim, N. &Asoya, N.P. (2012). *Role of cooperatives in small and medium scale enterprises (SMEs) development in Nigeria: Challenges and the way forward*. African Research Review, Multidisciplinary Journal, 6 (4), 140-156.
- Welman, C. and Kruger, F.(2005). *Research methodology*. Oxford University press
- World Bank (2014) Global Financial Development Report: Financial Inclusion, International Bank for Reconstruction and Development / *The World Bank, 2014*. Available from: [http://siteresources.worldbank.org/EXTGLOBALFINREPORT/Resources/88160961361888425203/9062080-1364927957721/GFDR-2014\\_Complete\\_Report.pdf](http://siteresources.worldbank.org/EXTGLOBALFINREPORT/Resources/88160961361888425203/9062080-1364927957721/GFDR-2014_Complete_Report.pdf). 2011

Migration and Remittances Fact book 2011. Available from: <http://data.worldbank.org/data-catalog/migration-and-remittances>.

World Food Programme .(2012) “Cash and Vouchers”, Fact Sheet April 2012, Available from: <http://documents.wfp.org/stellent/groups/public/documents/communications/wfp246176.pdf>.

### Cite this article:

**Peter Garang Thieel** (2023). Investigate the significant impact of Effective Strategic Management on The Performance of Small and Medium-Sized Businesses: A Case Study of M-Gurush Money Transfer Company Limited. *International Journal of Science and Business*, 30(1), 22-44. DOI: <https://doi.org/10.58970/IJSB.2263>

Retrieved from <http://ijsab.com/wp-content/uploads/2263.pdf>

## Published by

