

# Entrepreneurial Strategic Planning and Organizational Resilience of SMEs in Rivers State, Nigeria

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**Abstract:** *The study examined the relationship between entrepreneurial strategic planning and organizational resilience of SMES in Nigeria. A cross-sectional survey was used and a population of 600 SMEs in Rivers State were covered. A sample size of 234 managers and supervisors were drawn from the population. A well-structured questionnaire were employed in data collection. The data was analysed using the Spearman's Rank Order Correlation. The result of the analysis revealed that the dimensions of entrepreneurial strategic planning (environmental scanning and strategy evaluation and control) have a significant positive relationship with the measures of organizational resilience (adaptability and agility). It was concluded that strategic planning has a positive influence in enhancing the resilience ability of organization. It was recommended that the small and medium enterprises should ensure that they properly scan the environment in order to identify relevant opportunities as such will help enhance their resilience.*

**Key Words:** *Adaptability, Agility, Entrepreneurial Strategic Planning, Environmental Scanning and Strategy Evaluation and Control.*

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## 1.0 Introduction

An entrepreneurial important factor is the creation of something brand new or the rebranding of existing ideas (Lumpkin & Dess, 1996). "Entrepreneurship is the process of putting together all the required resources to bring a product or service to the marketplace at a price above the cost of production" (Fems, Poazi, & Abara, 2016). According to Meyer (2002) and Hitt (2009) entrepreneurial is involved in the identification of new ideas or spotting a new opportunity, whereas strategic planning is concerned with developing plans to match such ideas or opportunities into more sustainable ventures in order to gain competitive advantages. From an entrepreneurial point of view, strategy can be defined as an approach to reach entrepreneurial goals which is to be successful on a long-term basis (e.g., Kreikebaum, 1993; Nötzold, 1994). Furthermore, Schraeder (2002) argues that entrepreneurial tactical planning offers a structure for operations that enables an entrepreneur to function better and gain a competitive edge over rivals.

Madni and Jackson (2009) mentioned that resilience simply means the way organization or entrepreneurial show cultural adaptability when facing external disturbances. Organizational resilience has been considered an important component in adapting and handling the uncertain and challenging crisis such as a pandemic (Huang, Chen & Nguyen, 2020). Owing to organization resilience, an organization willing to learn can easily adapts to an ever changing environment (Malik & Garg, 2017). Organizational

resilience can be seen as the capacity to recover from unexpected, stressful, and conflicting situations (Balu, 2001; Gittel et al., 2006). The creation and sustainability of SMEs are precarious to the economic prosperity of Rivers State. In order to have strategic plans, an entrepreneur has to be aware of the existing environment, so that the entrepreneur plans are in systematic alignment with the existing environment. This requires environmental scanning. The small and medium enterprises are posed with numerous challenges ranging from “developing technological applications and practices, meeting new environmental and labour regulations, increasing risks of a weakening global economy, increasing strain of evolving market conditions, decreasing exports, cooling off in asset markets, enhancing challenges with funding, ever evolving client demands, decreasing negotiating leverage, constant pricing rivalry, decreased client base and expanding supply disruptions” (Chan 2011).

Organisational resilience was described by Seville et al. (2008) as a company's capacity to endure and perhaps even prosper under adverse conditions. Entrepreneur that attempt to strategically prepare a plan tend to only do so occasionally and inconsistently (Sexton & Auken, 1985). SMEs are one of the sectors affected by COVID-19 badly and that's because of their limited resources compared with companies with large resources (Juergensen et al., 2020; Pedauga et al., 2021). Moreover, when managers of SMEs engage in strategic planning, such deliberation is hardly made formal caused by time constraints, expenses, experience, information, learning, education and skills of owner-mangers (Robinson & Pearce, 1984; Shrader, et al., 1989). Despite the research improvements in the theory underpinning organisational resilience (Duchek, 2020), theoretical and empirical discrepancies still exist. Currently, there is a knowledge gap in understanding the link between entrepreneurial strategic planning and organization resilience in Rivers State. This study intend to bridge this gap.

## **Objectives of the Study**

The specific objectives are to examine the relationship between;

- i. Environmental scanning and Adaptability.
- ii. Environmental scanning and Agility.
- iii. Strategy Evaluation and Control and Adaptability
- iv. Strategy Evaluation and Control and Agility

## **Research hypotheses**

The null hypotheses were formulated thus;

**HO<sub>1</sub>:** There is no relationship between Environmental Scanning and Adaptability of SMEs in Rivers State.

**HO<sub>2</sub>:** There is no relationship between Environmental Scanning and Agility of SMEs in Rivers State.

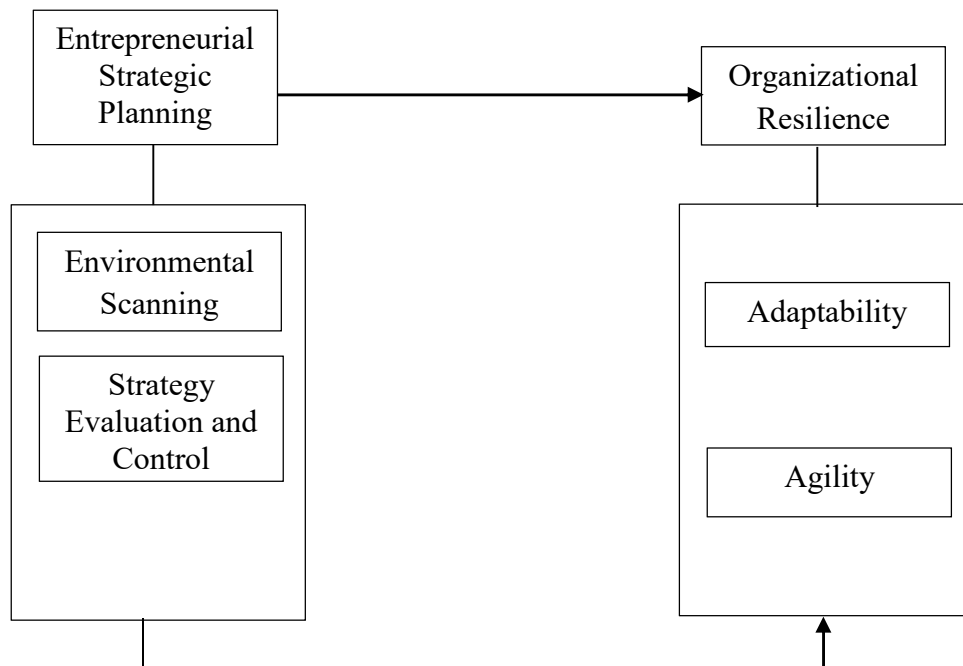
**HO<sub>3</sub>:** There is no relationship between Strategy Evaluation and Control and Adaptability of SMEs in Rivers State.

**HO<sub>4</sub>:** There is no relationship between Strategy Evaluation and Control and Agility of SMEs in Rivers State

## 2.0 Review of Related Literature

This study is anchored on knowledge-based view (KBV). Following the words by Nonaka (1991) the only real sustainable advantage over rivals is knowledge. Knowledge-based view shows that interest in resources can be found in knowledge in numerous forms (Grant, 1991). Knowledge-based view is applied to clarify the differences in performance within the organization (Hoopes et al., 2003). The role of Knowledge Based View is to boost the human capital involvement so that it allows organization to adapt to various situations more effectively and efficiently (Chen et al., 2010). Specifically, the Knowledge Based View handles information as a universal capability and does not distinguish between various forms of knowledge-based skills (Kaplan et al. 2001). The concept of the resource-based view is that successful organization will discover their future competition on the development of distinctive their capabilities which will be unique, which may often be intangible in nature (Teeche et al. 1991).

## Conceptual Framework



Source: The dimensions of entrepreneurial strategic planning were adapted from Sandada (2015) and the measures of organizational resilience were adapted from Osita-Ejikeme and Amah (2022).

## **Concept of Entrepreneurial Strategic Planning**

According to Sarasvathy (2008) all entrepreneurs begin with three categories of means: (1) Who they are – their traits, tastes and abilities; (2) What they know – their education, training, expertise, and experience; and, (3) Whom they know – their social and professional networks”. In recent times an entrepreneur is regarded as one of the economy major boost of every modern society (Brock & Evans, 1989; Carree & Thurik, 2000) and is seen as the equipment to coexist with the fresh competitive context and its enormous speed of changes (Hitt & Reed, 2000). According to Odame (2007), strategic planning is a process for creating and carrying out long-term plans in a comprehensive and adaptable way in order to realise the goals of the company. Entrepreneurial strategic planning is defined robustly as those efforts by a company’s founders for information gathering in respect to a business opportunity and to state exactly how that information gathered will be used to make a new organization to exploit the opportunity (Castrogiovanni, 1996; Delmar & Shane, 2003).

According to Dincer, Tatoglu, and Glaister (2006), the important sides of strategic planning include the formulating a good mission statement of the enterprise, building the objectives, amending and executing the strategies, and observing and ensuring that the entrepreneur control the development of the strategy's execution. In direct contrast, planning a business carefully is made up of gathering and analysing information can enable entrepreneurs to prepare themselves for a thorough and realistic understanding of what will be required to make their business successful (Delmar & Shane, 2003). Entrepreneur strategic planning when properly drawn out can add to performance by generating information which will be relevant, by developing a better understanding of the important environment, and by reducing ambiguity (Hodgetts & Kuratko, 2001).

According to Fraser and Stupak (2002), entrepreneurial strategic planning may “facilitate the articulation of company objectives, systematic data collection, task prioritisation, teamwork, environmental sensitivity, dissemination of strategic objectives to all parties involved, and enhanced efficiency.

## **Environmental Scanning**

Duncan (1972) stated that environment can be a combination of both internal and external components. Aguilar (1967) defines environmental scanning as gathering of information about happenings and contacts in the company environment outside, the knowledge attained from scanning would help top management in its duty to be the best currently and in the future.

Entrepreneur scan their surrounding in attempt to have the knowledge of the external forces in order that they may develop solutions that will effectively defend or advance their standing in the years to come (Gable & Topol, 1987). According to McGee and Sawyerr (2003), environmental scanning is always happening and very important practice in business creation or resilience, where the accurate information collected is gathered is necessary. Choo (1999) argues that, environmental scanning is the process of acquiring and making Utilisation of data about events gathered and having that understanding would help the entrepreneur in planning the organisation's future course of action.

Effective scanning of the surrounding has been important for the strategy to be successful and it is the initial step of the approach, linking environmental policy to corporate strategy (Beal, 2000). Stewart and Sweo (2000) and Yunggar (2005) also made it clear that scanning of environment gives the edge to the organization with valuable and effective information, thereby preventing it from going inactive as a result of their executives' deficiency of knowledge regarding environmental alterations. Kazmi (2008) environmental scanning is a process of acquiring, do some testing, before dispensing information for purposes which can be either tactical or strategic.

## **Strategy Evaluation and Control**

This is seen as the final stage in strategic planning. Henry (2008) defines strategy assessment as the procedure for studying the organization's activities and performance outcomes in order for the real results to be given comparison with the desired performances. Controlling is the act of measuring and correction carried on the organizational resources to confirm that the plan is going accordingly (Coulter, 2005). Evaluation of strategy is that stage of the strategic management procedure in which entrepreneurs try to ensure that the choice of strategic is properly executed and is reaching the objectives of the enterprise (Lawrence & William, 1988).

Strategy evaluation and control is a methodical and accurately application of methods to verify the design, executions and enhance the outcomes of a strategy (Rossi, Lipsey & Freeman, 2004). Otieno (2012) suggests that strategy evaluation and control helps entrepreneurs or firms at large to gain an edge competitively, define the business and enables an organization to steer in the right direction. Strategy evaluation is important to ensure that stated objectives are being realized (David, 2009). Muiruri (2014) observed that strategy evaluation and control is a "resource-intensive process, frequently requiring resources, expertise, labour, time and a sizeable budget and is intended to serve as a mechanism for keeping the plan closely on track as possible". David, (2013); Arasa & K'Obonyo, (2012) stated that strategy evaluation and control mechanisms are created to make known to every stage of the strategic management process. "Monitoring business activities and performance outcomes allows for a comparison of actual and intended performance is known as strategic evaluation" (Bon & Alghannai, 2018). Measures of strategy control can be categorized as alternatively external performance or internal efficacy (Reeve & Peerbhoy, 2007).

## **Organizational Resilience**

Nevertheless, resilience may be defined as the "attribute or fact of being capable of swiftly or easily recovering from, or resisting being impacted by, adversity, shock, disease, etc.; robustness; flexibility. Resilience is typically used to characterise groups, structures, or individuals who are able to respond to stressors and recover from them with little impact on their stability and functionality (Linnenluecke, 2015).

Lengnick-Hall and Beck (2011) stated that the ability of any organization to have resilience happens by administrating the combine set of knowledge, skills, abilities, routines and processes by which it helps to withstand the turbulence shocks. Organizational resilience can be seen as a capability of any organization to accord with

the constant change and continue to grow such as encouraging learning and adaptation (Folke et al., 2010). More recently, organizational resilience is defined as a “dynamic capacity of organizational adaptability that grows and develops over time” (Gittell, Cameron, Lim & Rivas, 2006). Conversely, an organizational resilience can be explained as a capability to change turbulence quickly into opportunities and then identify that rare chance and do well in competition (Valikangas & Romme, 2012).

From Vieira’s (2006) point of view, organizations that are resilient are those that have created the capacity to adjust to any form of change, understanding the trends and being able to change the generation of profit. According to Langvardt (2007), organizations resilient are capable of constructing a pattern that gives guarantee and balance during times of change. Pooley and Cohen (2010) suggest that organization resilience has the potential to show inventiveness by using the resources either gotten from internal and external in reaction to many societal and developmental difficulties.

## **Adaptability**

Adaptability is characterised as an organization's capacity to change its "strategies, activities, management structures, governance structure, and decision-support capabilities" to be resilient to disturbances and changes (Starr et al. 2004). According to White et al. (2005), a general definition of adaptability is the capacity to respond successfully to a changed situation. According to Abankwa et al. (2019), "adaptability gives dynamic abilities including the capacity to foresee issues, stay up with developments and seek novel means of doing things, cope with issues, and react swiftly to changes. Adaptability can be regarded as the enterprise way of responding and decisions taken by the management of the organization in relation to environmental stimuli (Harraf, Wanasika, Tate, & Talbott, 2015).

## **Agility**

According to Sambamurthy et al. (2003), agility is conceptualised as a process-level structure that embodies a company's competencies in terms of managing internal operations, interacting with consumers, and using its ecosystem of outside business partners. Agility is becoming globally important; in which case, the decisions relating to the idea must be made while understanding the firm’s unique position in the market (Doz & Kosonen, 2008). Zain et al. (2005) stated that a customer is enriched when the enterprise has lots of agility, getting involved with stakeholders for competitiveness to expand, handling the change with experience with little uncertainty, and leveraging human and information-based resources.

Agility refers to the way any enterprise will respond to change proactively (Bessant et al., 2001). Organizational agility highlights an enterprise cleverness in creating the changes needed to thrive and improve their performance (Worley et al., 2014). Tallon and Pinsonneault (2011) regard agility as the capacity of an organisation to "spot and react to [environmental] possibilities as well as dangers with simplicity, quickly, and dexterity." Liang et al. (2017) stated that agility has different variety of sense and capabilities to respond when around clients, competitors, and economic uplift. “Chakravarty et al. (2013) consider agility as "it's positioning, tactics, and organise fresh company methods to



acquire early opportunities in shifting circumstances." Agility refers to the ability of thrive and advance in the variable and an environment that is mostly unpredictable (Dove, 2001). Consequently, as compared to short-term financial measures, the agility tactical values are determined by the consumer (Denning, 2015).

## **Empirical Review**

Sandada, Pooe and Dhurup (2014) in their article called strategic planning and its connection with corporate performance in small and medium-sized businesses recognised that in today's constantly changing and fiercely competitive business climate, small and medium firms need the business instrument of strategic planning. Data were examined from 200 useful questionnaires that were given to managers and owners of SMEs. Regression methods, factor analysis, correlations, and correlation analyses were utilised to obtain the dimensions of strategic planning and their relationships with business performance. The findings demonstrate that strategic planning positively correlates and accurately predicts the efficiency of SMEs.

Hussaini, Ahmad and Yarima (2019) in their article called environmental scanning as a tool for business survival aimed to evaluate the role that environmental scanning plays in ensuring the viability and competitiveness of businesses in Nigeria. To achieve its particular goals, this study used both primary and secondary data that were analytically modified. Results typically show that environmental monitoring is crucial to business survival not just in Nigeria but around the world. They concluded that a company cannot achieve its objectives, develop, or thrive without consistently assessing and adapting to environmental influences.

Cancellier, Luís, Junior, José, and Ricardo (2014) did a research on environmental scanning, strategic behavior and performance in small companies which intends to examine the relationship between performance, strategic behaviour, and the scanning of environmental information. As a research method, the survey-type quantitative approach was used. The application of questionnaires and data analysis were also used alongside this method, using correlations and analysis of variance to check the variations in scanning techniques and data sources used by businesses classed as prospectors, analysts, and defenders. They concluded that scanning of information sources related more to organizational performance than to the strategy measured by the strategic behavior typology.

Bon and Alghannai (2018) did a paper on the role of organization's continuous commitment in mediating relationship between strategic evaluation and organizational performance which intends to identify and validate the proposed link between organisational performance and strategy evaluation, as well as the mediating function of sustained organisational commitment in Libya's industrial sectors. A self-administered questionnaire was used to collect data from the 223 respondents through disproportionate stratified random sampling of employees working at the different industries in Libya. Structural equation modeling (SEM) was used to test the hypotheses. Companies should remember that strategic evaluation and control is extremely essential and should not be ignored.

Oliveira, Cirani, Silva and Fabiano (2016) carried out the research on organizational resilience: a comparative study between innovative and non-innovative companies based on the financial performance analysis with the aim to examine the connection between innovation and resilience through an examination of financial performance using the EBITDA, ROE, and ROA measures. We investigated a total of 10 companies divided into two groups, where the first was a group of 5 open-capital companies listed in the ranking of the 50 most innovative companies in Brazil and the second being a group of 5 open-capital companies not listed in the ranking. The results obtained from the analysis of EBITDA, ROE and ROA indexes are an indicative of higher performance of the innovative companies compared with the non-innovative companies.

### **3.0 Methodology**

This study used a cross-sectional survey and the target population was 600 managers and supervisors of Small and Medium Enterprises (SMEs) in Rivers State. The sample size of 234 was determined using the Krejcie and Morgan (1970) formula. As a result, 234 questionnaires were distributed to managers and supervisors. In this study, a simple random sampling technique was used. The predictor variable (entrepreneurial strategic planning) was operationalized using environmental scanning and strategy evaluation and control. The criterion variable was measured using adaptability and agility. The Spearman Rank Order Correlation Coefficient was used in data analysis. Items were rated on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. Statistical Package for Social Sciences (SPSS) version 21 aided the analyses of the bivariate hypotheses using the Spearman Rank Order Correlation Coefficient statistical tool.

### **4.0 Result**

A total of 234 questionnaires were distributed to respondent, however, only 220 copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of  $p > 0.05$  for acceptance of the null hypothesis and  $p < 0.05$  for rejection of the null hypothesis.



**Table 1 Environmental scanning and Adaptability**

		Environmental Scanning	Adaptability
Spearman's rho	Correlation Coefficient	1.000	.825**
	Environmental Scanning	Sig. (2-tailed)	.
	N	220	220
	Correlation Coefficient	.825**	1.000
	Adaptability	Sig. (2-tailed)	.
	N	220	220

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

Source: SPSS Output, 2023

The result of the analysis in Table 1 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.825$  between Environmental scanning and Adaptability. This means that there is a significant relationship between Environmental scanning and Adaptability. The null hypothesis is rejected, and we restate that *there is a significant relationship between Environmental scanning and Adaptability*.

**Table 2 Environmental Scanning and Agility**

		Environmental Scanning	Agility
Spearman's rho	Correlation Coefficient	1.000	.725**
	Environmental Scanning	Sig. (2-tailed)	.
	N	220	220
	Correlation Coefficient	.725**	1.000
	Agility	Sig. (2-tailed)	.
	N	220	220

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

Source: SPSS Output, 2023

The result of the analysis in Table 2 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.725$  between Environmental scanning and Agility. This means that there is a significant relationship between Environmental scanning and Agility. The null hypothesis is rejected, and we restate that *there is a significant relationship between Environmental scanning and Agility*.

**Table 3 Strategy Evaluation and Control and Adaptability**

		Strategy Evaluation and Control	Adaptability
Spearman's rho	Correlation Coefficient	1.000	.751**
	Strategy Evaluation and Control Sig. (2-tailed)	.	.000
	N	220	220
	Correlation Coefficient	.751**	1.000
	Adaptability Sig. (2-tailed)	.000	.
	N	220	220

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

Source: SPSS Output, 2023

The result of the analysis in Table 3 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.751$  between Strategy Evaluation and Control and Adaptability. This means that there is a significant relationship between Strategy Evaluation and Control and Adaptability. The null hypothesis is rejected, and we restate that *there is a significant relationship between Strategy Evaluation and Control and Adaptability*.

**Table 4 Strategy Evaluation and Control and Agility**

		Strategy Evaluation and Control	Agility
Spearman's rho	Correlation Coefficient	1.000	.749**
	Strategy Evaluation and Control Sig. (2-tailed)	.	.000
	N	220	220
	Correlation Coefficient	.749**	1.000
	Profitability Sig. (2-tailed)	.000	.
	N	220	220

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

Source: SPSS Output, 2023

The result of the analysis in Table 4 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.749$  between Strategy Evaluation and Control and Agility. This means that there is a significant relationship between Strategy Evaluation and Control and Agility. The null

hypothesis is rejected, and we restate that *there is a significant relationship between Strategy Evaluation and Control and Agility*

## 5.0 Discussion of Findings

### Environmental scanning and Adaptability

The bivariate hypotheses between Environmental Scanning and Adaptability reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p=0.000<0.05$ ) which implies that environmental scanning has a significant relationship with adaptability. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.825. This thus reveals environmental scanning accounts for up to 82.5% level of adaptability. The first objective of the study which sought to examine if environmental scanning relates with adaptability was achieved. This findings agrees with Sandada, Pooe and Dhurup (2014) who observed that environmental scanning is important for SMEs to prioritise when they want to implement strategic planning in order to enhance their adaptability which in turn improve their performance. The study shows environmental scanning and entrepreneur adaptability as a strategic and valuable part of the enterprise success.

### Environmental scanning and Agility

The bivariate hypotheses between Environmental scanning and Agility reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p=0.000<0.05$ ) which implies that Environmental scanning has a significant relationship with Agility. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.725. This thus reveals Environmental scanning accounts for up to 72.5% level of Agility. The second objective of the study which sought to examine if Environmental scanning relates with Agility was achieved. This findings agrees with Sandada, Pooe and Dhurup (2014) through strategic planning practices like environmental scanning, SMEs may be cushioned from highly competitive and unstable business environment. The study shows environmental scanning and customer agility as a strategic and valuable part of the organisation success.

### Strategy Evaluation and Control and Adaptability

The bivariate hypotheses between Strategy Evaluation and Control and Adaptability reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p=0.000<0.05$ ) which implies that strategy evaluation and control has a significant relationship with adaptability. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.751. This thus reveals strategy evaluation and control accounts for up to 75.1% level of adaptability. The third objective of the study

which sought to examine if strategy evaluation and control relates with adaptability was achieved. This findings agrees with Bon & Alghannai (2018) that giving much attention to these components like evaluation and control in the enterprises or an organizational can increase productivity. Companies and enterprise should remember that strategic evaluation and control is extremely essential and should not be ignored (Aaker, 2001; Macmillan & Tampoe, 2001; Karami, 2005; Hitt et al., 2012).

### **Strategy Evaluation and Control and Agility**

The bivariate hypotheses between Strategy Evaluation and Control and Agility reveal a remarkable relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p=0.000<0.05$ ) which implies that strategy evaluation and control has a significant relationship with agility. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.749. This thus reveals strategy evaluation and control accounts for up to 74.9% level of agility. The fourth objective of the study which sought to examine if strategy evaluation and control relates with agility was achieved. This findings agrees with Giffords and Dina (2004) who stated that entrepreneurs and organizational leaders must evaluate strategies for keeping the organization agility on its mission and goals.

### **Conclusion and Recommendation**

Through strategic planning practices, entrepreneurs in rivers state may be quilted from the changing and changeable business environment. The entrepreneurs need to do a thorough search and scan the environment properly at which it intends to operate before kick starting the enterprise and also occasionally scan the environment when the enterprise has begun. This research concludes that strategic planning with the market information, individuals involved, choice of strategy, and innovativeness have important influence on SMEs development.

Enterprises can be successful regardless of its size or lent of its existence, depends highly upon its strength or ability to discover a valuable strategic position (Thomson, 1999). Thus, enterprise with a good strategy that's clear and consistent will perform greatly than those without formal and comprehensive strategy. By creating a changing capabilities around entrepreneurial orientations, SME employees will be better prepared to handle similar major turbulence and gain resilience. The following recommendations are proffered;

1. The small and medium enterprises should ensure that they properly scan the environment in order to identify relevant opportunities as such will help enhance their resilience.
2. The managers in the SMEs should properly ensure adequate measures are put in place to withstand any form of turbulence as such will enhance their adaptive capability.
3. Proper evaluation of strategic plan should be encouraged as such will help enhance the firm's agility.
4. The SMEs should constantly ensure strategy control as such will enable them achieve their target and their target and then enhance their resilience.

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