

**DETERMINANTS OF SUSTAINABILITY OF SMALL AND MEDIUM ENTERPRISE
PROJECTS A CASE OF LITEIN TOWN BURETI SUB COUNTY
KERICHO COUNTY, KENYA.**

BY

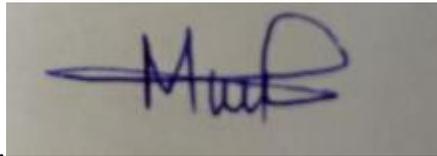
CHERONOH MERCY

**Research Project Submitted in Partial Fulfillment of the Requirement of the Award of the
Degree of Masters of Art in Project Planning and Management, University of Nairobi.**

2023

DECLARATION

This project is my work, and it hasn't yet been submitted for academic credit at a different institution.



Signed

Dated ...1/06/2023...

Cheronoh Mercy

L50/36328/2020

With my consent as University supervisor, this research project has been submitted for examination.

Signed ... *Anndutu*

Dated ...11th September, 2023

Dr. Anne Ndiritu,

Faculty of Education,

The University of Nairobi.

DEDICATION

This project study is devoted to my family, my beloved dad Paul Tuiyet, my loving mum Rebecca Tuiyet and my siblings for believing that I can achieve anything I put my focus on. Thank you for taking me to school, and for never giving up on me, I wouldn't be where I am now without you. Thank you for your help, encouragement, patience, and your continued prayers.

God shower his blessings upon you all.

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Gratitude to Almighty God for gifting me with excellent health and guiding me during this difficult time with His abundant mercy. I'm forever grateful to Dr. Anne Ndiritu, my mentor and supervisor, without whose encouragement, supervision, support, and advice I wouldn't have been able to accomplish this project. I'm grateful to be part of The University of Nairobi family.

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ABBREVIATIONS AND ACRONYMS

B S C	Balance Score card
EU	European Union
GDP	Gross Domestic Product
KPSA	Kenya Private Sector Alliance
SMEs	Small medium enterprise projects
SPSS	Statistical Package for Social Science
UN	United Nations

ABSTRACT

Small businesses (SMEs) have indeed been discovered to serve critical roles in Kenya's economy. They are the bedrock of every nation's economic growth. In Kenya, SMEs are essential drivers in transforming the nation into a developed nation with a good quality of life for its inhabitants. They are crucial in achieving long term goals set in Vision 2030. Nevertheless, SMEs' obstacles while attempting to promote economic growth and development, hinder their business progress. In Kenya, the SME sector accounts for around fifty percent of employment generation. Although overall capability is more excellent, most SMEs don't make up for its 5th anniversary.

According to previous data, every three of five SMEs collapse during the first few months. Therefore, the study aimed to analyze the determinants of sustainability of SMEs in Litein Town, Kericho County, Kenya. These are access to financial services, business competition, marketing techniques, and entrepreneurial skills whose literature has been extensively researched. The study's objectives aimed to analyze how access to funding, business competition, marketing tactics and entrepreneurial skills impact the long-term success of SME ventures in Litein Town. This study employed a descriptive research approach. Target participants were licensed SMEs in Litein Town, aimed at identifying the determinants of their sustainability. Litein town was chosen because of the wide range of SMEs, including wholesalers, informal sector businesses, transportation, agricultural, hotels, technical services, private education and health, and manufacturers. The researcher created and used questionnaires comprising open-ended and closed-ended inquiries for data collection which was analyzed through descriptive and inferential statistics (Pearson's correlation and regression)

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In recent years, small and medium-sized enterprise projects have a substantial contribution towards the global economy by creating new jobs and expanding existing businesses. The economic input of SMEs is seen as the bedrock of progress and expansion in many nations. According to research, the SME sector in Europe produced 67 percent of the labor force in 2015, employing over 90 million individuals (EU, 2016). Small and medium-sized firms (SMEs) employ 65 million people, representing 99 percent of all businesses in Europe. SME's directly employs two out of every three individuals in the private sector in Asia, accounting for 98 percent of all businesses. As a result, they are the state's largest employer. (Yoshino, 2016)

In emerging market economies, SMEs account for around 45% of its workforce and 33 percent of Gross domestic product. Figures are relatively higher when SMEs are included (*World Bank SME Finance*, n.d.). Globally, SMEs account for more than 67 percent of market labor and a GDP of slightly higher than 55 percent in industrialized nations. They account for more than 70% of jobs and a GDP of sixty percent in low-income states (Rotar et al., 2019). The SME sector is critical to Africa's progress, accounting for almost 45 percent of employment and 33 percent GDP. SMEs provide roughly 64 percent of GDP and 62 percent of workforce generation in high-income nations. In most economies, the SME ventures accounts for the majority of businesses.

In regards to employment and GDP, the significance of Kenya's SME sector is enormous. They account for more than a quarter of all businesses and more than 80% of the total population while supporting 25% of the GDP (KEPSA, 2016). Kenyan Sessional Paper No.2, published in 2005 states that small firm affect all areas of Kenya's economy. Despite this, SMEs face a variety of obstacles as they strive to achieve sustainable development. Several issues impact the growth and profitability of small businesses. Their motivation to contribute to sustainable development suffers as a result. Furthermore, historical data suggests that three out of every five SMEs fail in their early phases (Bowen et al., 2009).

As a result, the study investigated access to capital, competitiveness, marketing tactics, and entrepreneurial skills as variables impacting continued existence of SMEs in Kenya. There is a

widespread belief that SMEs rule the African industrial landscape and that a well-informed understanding of this sector will jump-start Africa's success in Industrialization.

1.1.1 Statement of the Problem

SME's have substantially contributed to a dynamic and lively economic component in GDP, exports, and industrial output. (Osano, 2019) In many industrialized countries, SMEs are lauded primarily for their significant economic impact. Furthermore, they are the engines and backbone of its economy (Sharu & Guyo, 2015). In employment creation, the SME industry employs more than 82 percent of the total workforce. (Economic survey, 2015)

According to Fritsch and Mueller, there is always an entrepreneurial activity and economic progress when new enterprises arise (Fritsch & Mueller, 2007). Additionally, the pace at which the establishment of new enterprises in Kenya is continually decreasing (Katua, 2014). The majority of new businesses fail before their fifth anniversary. According to the survey, during the first six months of operation, 3 of 5 SMEs fail, additionally more than half have continued to perform poorly. (KIPPRA, 2013). The many barriers SMEs face impede their progress, long-term growth, and economic development potential. (Wang, 2016)

Kuratko and Hoskinson (2018) state that effective entrepreneurial management is a requirement to guarantee optimal resource allocation for improved corporate success. Furthermore, entrepreneurial managers undertake deliberate networking actions. They carefully figure them out based on their needs. Entrepreneurial managers spend their time building networks and connections with people who can help them succeed. Management abilities and business expertise determine small businesses' performance and survival (Tundui & Tundui, 2012). Most firms in industrialized economies fail within the first year and a half, and just 20% (one in five) survive until the tenth year (Tundui & Tundui, 2012). They also stated that ineptitude and a lack of knowledge are the leading causes of company failure.

According to UN research (2005) on the viability of SMEs in Sub-Saharan Africa, many firms regarded financing as the most critical element determining the long-term development and survival of enterprises in the global context. Historically, obtaining a loan from a commercial bank is challenging for SMEs. Lack of investments and capitalization, small industries are regarded as high-risk debtors. This study was conducted in Litein Town to determine if truly that finances are the backbone of every SME's development and growth.

Competition in SMEs usually involves productivity, efficiency, and profitability factors. The capacity of a firm to attain a consistently high rate of increased productivity is known as competition. They help business owners and managers discover possible marketing risks that might impede the profitability or sustainability of their business ventures and devise methods to counteract them (Rehman & Anwar, 2019). Failure to recognize threats in a firm may result in customer loss, reputation risk, environmental harm, and even insolvency.

Profitability, sales turnover, and asset expansion will be investigated as indicators of sustainability in this study. When comparing this study to previous ones, it focuses on the elements that influence sustainability in general. For this reason, this study examined if lack of financial resources, competitiveness, marketing strategy and entrepreneurial skills contributed to Kenya's SMEs' lack of sustainability which will constitute the questions defining the research problem in this study.

1.1.2 Purpose of the study.

The survey's aim was to look at the determinants that impact long-term viability of small medium-sized business ventures in Litein Town, Kericho County, Kenya.

1.2 Research Problems.

Research inquiries the research sought to address was,

- i. How does access to financial resources determine the sustainability of small medium enterprise projects in Litein town, Kericho County, Kenya.
- ii. How does business competition determine the sustainability of small medium enterprise in Litein town, Kericho County, Kenya?
- iii. How does marketing strategy determine the sustainability of small medium enterprise projects in Litein town, Kericho County, Kenya?
- iv. How do entrepreneurial skills determine the sustainability of Small medium enterprise projects in Litein town, Kericho County, Kenya?

1.3 Research Objectives.

Research objectives included;

- i. To substantiate how the viability of small medium company ventures in Litein Town, Kericho County, Kenya is influenced by access to financial resources.
- ii. To investigate how business rivalry affects small and medium company projects' capacity to survive in Litein Town, Kericho County, Kenya.
- iii. The sustainability of medium-sized firm ventures in Litein Town, Kericho County, Kenya, will be examined in relation to marketing strategy.
- iv. To assess the viability of small-medium sized business ventures in Litein Town, Kericho County, Kenya, in terms of entrepreneurial skills.

1.3.1 Specific Research Objectives.

- i. To demonstrate how the viability of small medium company ventures in Litein Town, Kericho County, Kenya, depends on access to financial resources.
- ii. To investigate how business rivalry affects small and medium company projects' capacity to survive in Litein Town, Kericho County, Kenya.

1.4 Value of the study

The significance of SMEs in Kenyan economy cannot be overruled. As a result, it was hoped that the research of this variables impacting the sustainability of SMEs projects would be helpful to the following stakeholders and institutions.

First, the study was designed to provide insight to policymakers in their efforts to identify and address the various problems that entrepreneurs face in Kenya. This is due to the country's commitment to fostering SMEs' growth to maximize their economic contribution. Studys' findings could be used by the government to construct a framework that supports and creates policies that allow SMEs to grow. As a result, the study provided them with information to help SMEs flourish.

It will be helpful to financial institutions, banks, and other stakeholders. The study will help SMEs' lenders since the information may be used to assess clients. Information is essential for all financiers since it aids in controlling lending policies. The study will be expected to be helpful to SME current owners and even aspiring owners in Litein Town since it will be the site of the

research. It will explain the components required for SME sustainability and mix them in the proper proportion to achieve SME sustainability.

Finally, it will be of significant impact on academics and research institutions. The findings were to be used to communicate its findings to SMEs and the public. Scholars, researchers, and academicians might utilize the discoveries of this investigation to do more research and as references for their work. Additionally, it will add to the body of knowledge in the field of entrepreneurship and SMEs sustainability.

1.5 Delimitation of the study

The study was focused on four elements that impact the long-term growth of SMEs, including access to financial resources, business competition, marketing strategy and entrepreneurial skills, among others. In comparison to other firms, SMEs face many challenges and setbacks that impede their efforts to achieve long-term growth and socio-economic development in Litein.

Compared to other towns, Litein town is a fast-emerging town. Most of its businesses fail in their early stages. Therefore, the research was to be limited to SMEs. The four factors, access to financial resources, business competition, marketing strategies, and entrepreneurial skills, was thoroughly investigated to determine their effect on the viability of SMEs.

1.6 Limitation of the study

Respondents may not complete and return the research instruments on time due to their hectic schedules. Furthermore, some SMEs owners may be afraid of disclosing the information for fear of being pursued by Kenya's revenue authorities. The researcher, therefore, overcame this by personally delivering questionnaires to respondents, explaining why this study was necessary, how the information will be used, and how the findings will contribute to the expansion of their SMEs. In addition, a letter from the University will be evidence that affirms the goal of the research and that information acquired would be concealed.

1.7 Assumptions of the study

- i. The survey anticipated that access to financial resources, business competition, marketing strategy, and entrepreneurial skills significantly impact SMEs' sustainability.

- ii. The respondents answered the research questions accurately and truthfully since they have been in charge of their enterprises for a long time. No compulsion was used when delivering the research instruments, which eliminated the possibility of prejudice.
- iii. The study anticipated that the sample characteristic reflected the whole population, allowing the researcher to conclude the entire population.
- iv. The research anticipated that the data collecting tools will be valid and will measure the required research components.

1.8 Definition of Significant terms.

Small and medium enterprise projects.

The study used Kenya's official definition of SMEs based on employment size: small firms between 10 to 49 workers, medium-sized enterprises between 10 to 49 employees.

Entrepreneurial skills

It is the expertise of an individual to turn ideas into action with a positive outcome. An entrepreneur has managerial, innovative, and technical skills acquired via business training or experience to help operate a company endeavor.

SME Sustainability

This occurs when a business owner or management can continuously maintain the firm's operations while maintaining quality products and services and consistency in growing turnover, profitability, return on investment, technology adoption, and asset growth.

Business competition

Refers to the battle in which other firms try to gain what your business has at the same time in terms of sales, profit, and market share by delivering a unique possible mix of price, quality, and service

Financial resources

The financial resources and other services available for small and medium-sized ventures are decided as per open sources and their access requirements. This includes the history of the credit, collateral, and credit cost.

Marketing Strategies

Marketing strategies are both techniques of managing resources of the business and plans for a plan of action that lead to more significant sales and domination of a particular market sector.

1.9 Organization of the study.

The research was divided into chapters:

The background, problem statement, goal, specific goals, limitations, delimitations, fundamental assumptions, and important terms definitions in the study are analyzed in the first chapter.

Second Chapters comprise of Empirical review. This section contains an introduction, an overview of SME performance, variables influencing SME sustainability, and a theoretical and conceptual framework. The study technique, which includes the research design and method used to gather and analyze data, is covered in Chapter three.

Chapter four involved presentation, interpretation, and analysis of data. Finally, the final chapter includes findings summary, discussions, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section looks at empirical analysis and an assessment of SMEs' performance worldwide and from local perspectives. Additionally, it contains a comprehensive review of many elements that impede viability of small medium ventures. It also comprises theoretical and conceptual frameworks, as well as literature. It examines entrepreneurial characteristics namely access to financial resources, business competition, marketing strategy, and entrepreneurial skills, and how these impact the long-term success of SMEs in Litein Town. It also examines the study's gap and critiques the current literature.

2.2 Theoretical Framework.

Theoretical framework explicated the principles that explain the association between the elements and indicators to be studied that influence SMEs sustainability. Two theories, Churchill Lewis growth Model and Balanced Score Card (BSC), were examined for this study since they explained effectively the growth of entrepreneurship.

2.2.1 Churchill and Lewis growth Model

When a new small firm begins and grows, it goes via a series of phases, each with a unique set of characteristics. (Lewis & Churchill, 1983) defined development into 5 stages: existence, survival, triumph, take-off, and resource development. At each stage of development, a diversified combination of factors is critical to the firm's success and continued existence. Churchill and Lewis model examines the processes of company growth in SMEs gives insight into the changing nature of SME viability, such as distinguishing characteristics, barriers, and needs of expanding SMEs. The specific point at which a start-up notion transforms into a new business has yet to be conceptually established. In contrast, the idea of company survival may be connected with an entity that has successfully completed the transition to stage-two design under the five phases of entrepreneurial development.

The primary challenge for new SMEs in Litein Town is that they fail to advance from the first stage (existence) to following stages such as survival, prosperity, take-off, and resource development. Therefore, this study looked at some of the determinants that contribute to the expansion and continued existence of these small ventures as it grows from one stage to another.

2.2.2 The Balanced Score Card Model

This Model of assessing company performance is used to analyze firm performance from three distinct perspectives: Viewpoints of the consumer, internal processes, financial perspectives, and perspectives on learning and innovation (Kaplan & Norton, 1996) as this study tries to explain. This is addressed in numerous scientific journals, 'Balance Scorecard' as a way for evaluating sustainability measures. It agrees with the idea since it examines financial and non-financial aspects which include vision and purpose, finance, the company process, growth, and learning. Many companies employ this strategy because it is congruent with their vision and goal. They can create strategic goals and measurements that are utilized to set targets, as well as provide strategic feedback. This model agrees with the theory of resource-based firms. According to this model, each corporation has its unique collection of resources in terms of technological advances, assets, and culture of the organizational, and originality. Several of these resources contribute to business expansion and startup. The availability of credit has a major impact on the expansion and sustainability of SMEs. Additionally, availability of resources provides the firm with a competitive edge and, as a result, sustained growth. This theory agreed with the selection of factors in this study; availability of financial resources, business competitiveness, marketing techniques and entrepreneurial talents in that they contribute to company success in terms of sustainability.

2.3 Empirical Studies of small-medium enterprises projects.

Worldwide, SMEs are primary engines of economic growth and development. They significantly impact increasing competitiveness and job development since they are a vital source of innovation, job creation, and entrepreneurial breeding ground. (Kommission et al., 2005) Defining SMEs in many nations has proven difficult. This is because SMEs are seen differently in different nations. The aims, and policies determine the definition established by the countries formed to comprehend the roles of SMEs in the economy. This industry has a significant part in the Kenyan economy. Kenya has approximately 7.5 million small and medium-sized enterprise projects (SMEs) Economic Survey (2015). The role of SMEs in economic growth and poverty alleviation resulted in policy development and initiatives to support them grow. Kenya's SMEs definition under the SMEs Parliamentary Act of 2012. The Act defines a microenterprise as a commercial entity with ten workers, a small enterprise with no less than 11 employees and no more than 50 employees, and a medium-business with no less than 50 and no more than 150 employees.

The sustainability of any enterprise is viewed in a variety of ways. Firm sustainability entails adding value to communities, the environment, consumers, and the business itself in a way that ensures its appropriateness in the future. Sustainability is a phrase that means the attainable growth that a firm can maintain smoothly. (Shields & Shelleman, 2020). Sustainability is the affordable growth that a firm may accomplish without extra resources. Significant sales growth without commensurate increases in profitability might lead to financial difficulties (Urban & Naidoo, 2012a). There is sustainability when there are high sales turnovers, high profitability, and strong growth. High growth, increased revenue, and business turnover is indicators of enterprise sustainability (Chittithaworn et al., 2011). Additionally, entrepreneurial sustainability necessitates adhering to sustainable development goals, a development that satisfies current demands without endangering future generations' ability to meet their own requirements. For a SME project to survive in any market, the amount of time the business has been in existence, as well as its capacity for growth and development, is a direct indicator of its sustainability and durability. (Farouk & Saleh, 2011)

2.3.1 Access to Finance and Sustainability of SME projects

SMEs main issue is lack of credit accessibility and funding (Kimanzi & Gamede, 2020). A study published by the European Commission (2014), loans from financial institution are the main source of external capital for businesses in a large majority of Member States. On the other hand, smaller and younger businesses have difficulty accessing bank facilities for loans and other goods (Shihadeh et al., 2019). One of the primary reasons SMEs rely on high-cost short-term financing is the inability of financial institutions to provide long-term loans. Some of the difficulties in getting funds may include expensive credit costs, excessive bank charges, unavailability of collaterals, solid financial records, compelling banking statements, a short repayment time, and a poor credit history. It is difficult to choose the best financial institution giving significantly less expensive loans and acceptable conditions due to information disparity. (Shihadeh et al., 2019)

Financial access to resources is the availability, accessibility, and affordability of loans and other financial-related services from financial institutions. SMEs are frequently trapped in financial difficulties, and as a result of a lack of cash, they are unable to provide high-quality goods and services. As a result, their endeavor does not appeal to banks, and they cannot raise financing for their initiatives. (Shihadeh et al., 2019) . SMEs seek many sources of funding. Still, some of them have presented problems since they lack an understanding of the best sources of finance that would

improve business performance in terms of expansion, innovation, and overall growth and development. Most financial institutions in emerging economies have a policy of limiting credit to SMEs. In general, this has an impact on their performance. (Wambua, 2016). According to a study, African entrepreneurs have a restricted and costly source of funding, which impedes their long-term growth and development (Kauffmann, 2005). These SMEs obtain the majority of their capital through informal savings and retained earnings. Access to formal funding from financial institutions is limited since they are regarded as high risk owing to default rates, limited documentation, in availability of guarantees, collateral, and insufficient business skills. The main difficulty that SMEs in Litein town confronted when seeking finance is a shortage of collateral in title documents and vehicle logbooks.

Finding a good source of finance for a starting firm is the most challenging hurdle that SMEs encounter. The major impediment was lack of official and informal capital, as well as credit constraints (Ye & Kulathunga, 2019). According to Ye and Kulathunga (2019), the source of funds for every company initiative significantly impacts its market survival. A diverse set of financial capital sources for a firm provides for risk diversification, improves production and supply size due to its ability to hire skilled employees, and facilitates the use of cutting-edge modern technologies thus increase in stock, giving the company the competitive advantage, ability to sustain itself without additional resources among other several advantages. Availability of diverse financial resources assures the long-term viability of the firm.

2.3.2 Business Competition and SME Projects Sustainability

Every entrepreneurial endeavor encounters competition. Many research has been looked into to assess the notion of competition to unlock the business. The capability of a corporate organization to supply goods and services in a position where and how purchasers desire it is known as competition. This must be combined with a lower price than their immediate prospective competitors, assuring great earnings and minimal costs (Guarda et al., 2013). When opposed to large businesses, SMEs confront a greater degree of market rivalry. Because they have a restricted proportion of capital, they are susceptible, threatening their survival (Aremu & Adeyemi, 2011)

SMEs confront tough competition mainly by fast technological development change, globalization, internal competition from large businesses, and foreign competition outside the nation. (Prabawani, 2013). Entrepreneurs must investigate new company prospects for chances of securing long-term viability of their business. These may be obtained through relationships and

networking. Creating SME sustainability is a difficult challenge because of the country's rigorous and quick change in economic, political, consumer, and competition trends. (Baral & Baral, 2013). The patterns depict significant challenges for business owners in their efforts to achieve long-term success.

In a diversified strategy, SMEs confront intense competition. They compete not just with significant corporate endeavors but also with their colleagues in the industry. This impacts the long-term growth of their commercial operations (Baporikar et al., 2016). For entrepreneurs to have a competitive advantage, they must be aware technology, consumer awareness, product diversity, and communication and marketing trends are all quickly changing. (Guarda et al., 2013)

Competition and rivalry should be assessed beyond direct rivals since indirect competitors can potentially jeopardize a company's success. A competitive positioning strategy clearly minimizes the prospect of an organization providing answers to the mass audience in favor of a particular value offer that is different from its rivals (Magara, 2016). To adopt a successful strategy, a company must connect its resources and skills with the requirements and aspirations of its customers. This guarantees that the company can deliver on its promises to customers while also staying ahead of its competition. Highly lucrative marketplaces attract new market entrants. If the number of new entries into marketplaces is significant, an organization's profit margins suffer, reducing the available market share.

Local and declining markets for products and competition are significant challenges to the survival of SMEs in Kenya today. (Kiveu et al., 2019). According to Njue's research, competition is a major influence on the sustainability of expansion for SMEs.(Njue, 2013). This underscores the necessity for a competitive environment that is appropriately managed to ensure the sustainability of firms in the manufacturing sector. To secure the business's longevity, entrepreneurs must implement the essential steps of connecting its resources (financial, technology) and skills (management, leadership, accounting skills, etc.) to provide it with a competitive advantage over its rivalries in the sector.

2.3.3 Marketing Strategy and Sustainability of SME Projects

Marketing and advertising strategy determine any business's sales turnover. The primary aim of marketing strategies in every corporate organization is to grow sales and achieve a competitive advantage, which leads to long-term sustainability. The marketing strategy idea is defined as all

efforts in marketing, whether short or long-term, to fulfill the organization's sales goals and objectives. Marketing strategy definition is channeling a company's efforts, tactics, and financial and non-financial resources to boost sales and gain dominance over a specific market segment (Carson et al., 2004). It is challenging for a firm to thrive and remain competitive in a volatile market without incorporating numerous marketing techniques into its operations. The primary goal of marketing is to obtain a competitive edge for the business by developing, building, protecting, and adjusting marketing mix elements to guarantee you stay on top. This guarantees that the company venture makes an effort to ensure that there is always an increase in value to their clients and other connected stakeholders (Quaye & Mensah, 2019).

SMEs performance is directly related to the marketing strategy of the venture. This is because all marketing tactics focus on boosting sales, which leads to significant turnover and profitability. Best marketing tactics boost business expansion and sales, helping the long-term success of SMEs (Carson et al., 2004). Poor business skills and marketing ineptitude may contribute to the collapse of an organization. When an entrepreneur possesses these marketing and sales skills, he stays updated on market trends and can apply the most successful business techniques. These abilities give the entrepreneur the confidence, knowledge, and competence to make the best business decisions about product distribution. A well-informed competitive marketing strategy is essential if the company wants to achieve long-term sales growth and growth compared to other rivals. Many businesses benefit from marketing and management abilities. If not addressed appropriately, the company may fail.

Good marketing strategy is a mix of the following aspects: product creation, relationship management, pricing, distributors, and other associated elements.(Carson et al., 2004) Innovations lead to product development, including creating new product line expansions or introducing new product offers (Gilmore, 2011). The company provides a communication channel that allows customers to acquire an item or service in terms of promotion. Social media is the most exemplary medium for advertising and marketing. (Karimi & Naghibi, 2015). The delivery of products and services, influenced by distribution channels, is one of the characteristics of high-performing SMEs.

The major marketing difficulties affecting the viability of SMEs include a lack of promotion, insufficient skills to set competitive prices, poor demand forecasts, the incorrect business location,

and a lack of market awareness (Fatoki, 2014). The majority of Kenyan SMEs have restricted market access; hence in need of long-term existence, different sales techniques have to be employed. Door-to-door marketing, sales promotion, reductions of prices, posters, and social media marketing are examples of these tactics. Product penetration, product development, product diversity, and market development are other important factors that directly impact sales and the long-term success of organizations.

2.3.4 Entrepreneurial Skills and Sustainability of SME's projects

Economic growth is product of realistic individuals who are inventive and entrepreneurial in nature, eager to capitalize on possibilities and prepared to take measured risks. Interior instincts such as a businessman's management and inventive abilities, personality and managerial style of the entrepreneur all play important roles in the progress of any SMEs project.(Obaji et al., 2019). There is a widespread belief that, success, performance, and long-term survival of SMEs are reliant on competences technical skills of the entrepreneur (Jasra et al., 2011). The final success of any enterprise is dependent on the use of entrepreneurial, managerial, and technical abilities in equal measure. (Magara, 2016). Smith and Morse (2005) concur that the terms skills, expertise, acumen, and competency all have the same meaning and may be used interchangeably (GOK 2012). More academics have been conducted research on entrepreneurial skills namely; the capacity to analyze and seize opportunities, manage relationships, be inventive, and grow in a way that fulfills current demands without endangering future generations' capacity to meet their own requirements.

Entrepreneurial innovation is a critical component of improving corporate sustainability. The entrepreneur must have a diverse set of talents and personalities. This is due to the fact that an entrepreneur must serve as an inventor, accountant, team leader, arbitrator, marketer, and all of the other duties that come with being a manager.(Urban & Naidoo, 2012b)

Most entrepreneurs start businesses with insufficient technical and management abilities. As a result, most businesses are poorly managed, and their products and services are of poor quality due to a lack of expertise. These findings are supported by a national baseline study, which found that 85 percent of entrepreneurs had had no technical or managerial training. They argue that there is a need to guarantee that entrepreneurs are well-trained in technical and managerial abilities in order to encourage company growth (Ndungo & Rucha, 2017)). The primary cause of company failure

is a lack of skills and competencies, as well as entrepreneurial character attributes (Obaji et al., 2019).

According to Al-Mahrouq management insufficiency, which includes either managerial inexperience or incompetence, accounts for around 90% of business failure (Al-Mahrouq, 2010). Although a shortage of funds can be a primary cause of business failure, deficiency in management skill is an indirect cause of business failure. High incidence of company failure in South Africa was associated with lack of training and education on management skills for SMEs (Urban & Naidoo, 2012b). According to Griffin and Ebert small business owner who does not know how to make judgments would encounter managerial problems that will eventually lead to the firm failing (Ebert & Griffin, 2006). When SMEs lack knowledge of management concepts and other entrepreneurial abilities, their businesses collapse. The lack of exposure to managerial training among the majority of entrepreneurs jeopardizes the development of SMEs.

2.3.5 Government regulations and Sustainability of SME projects

Government policies and related laws on taxes, licensing, and other issues play significant and essential roles in entrepreneurial growth in their respective areas. They either inhibit or assist the long-term growth of SMEs. Government laws and policies will be regarded as a moderating element in this study. Moderating factors modify the manner in which the independent variable affects the dependent variable. (Kothari, 2004). Policies created by the government might have an adverse influence on SMEs ventures if they are not given enough attention. When the government fails to include all impacted stakeholders in the policy-making process, implementation becomes a challenge. This is illustrated by government authorities who may be unable to manage commercial operations. There are other concerns such as the infiltration of the illicit market and the misuse of SMEs by some officials. While the government strives to maintain all business operations inside a legal framework, most SMEs are insecure and so find it difficult to adhere to the regulations. (Lamoureux et al., 2019)

For businesses to thrive, it is critical that the nation's rules and policies developed are implemented and executed consistently. When government rules and policies impose premature and needless delays, the development and expansion of a firm suffer greatly. (Lamoureux et al., 2019). The expenses of getting business licenses are prohibitively expensive for any struggling SMEs; several government agencies have developed various operating permits, making licenses

excessively many and expensive to obtain. Small and medium-sized enterprise projects (SMEs) are also having difficulty registering their operations due to the numerous criteria. (Abuodha & Bowles, 2000)

In the year 1992, the government issued Sessional Paper No. 2, which established a legislative framework for Small and medium enterprise projects. This was recognized and labeled (Kenya, 1992)"Small and medium enterprise projects and Jua Kali Expansion in Kenya (Kenya, 1992)."Proposals in this report were aimed at establishing an enabling and appropriate environment for SMEs. It also advocated for the creation of entrepreneurs' groups to aid them in voicing their complaints to the relevant ministries and government. In 2012, the Ministry of Labor drafted a Parliamentary Act for SMEs in consultation with SMEs stakeholders. The Acts' aims were to assist a healthy informal sector formalization, to create an appropriate and enabling business climate, to encourage organized representation, to provide an adequate availability of entrepreneurial services, and to upgrade to foster an entrepreneurial culture (GOK 2012).

2.4 Summary of Empirical Literature and Research Gaps.

A number of studies that are known to be conducted across the world and in Kenya on SMEs and the key concerns affecting large SMEs, rather than small SMEs, which this study attempted to investigate. Similarly, research has identified numerous drivers of SMEs' sustainability without explicitly identifying which aspects are critical for SMEs' sustainability. Therefore, the main aim of this research was to carry out an in-length investigation of the major variables thought to be the key determinants influencing SME projects sustainability in Litein Town including, access to financial resources, business competition, marketing strategy and entrepreneurial skills. Furthermore, research has been said to be conducted on the drivers of SMEs' sustainability in a similar combination as in this study, namely, access to finance, business competitiveness, marketing strategy, and entrepreneurial skills in Kenya, which has a high prevalence of youth unemployment. According to Njue's research on SME sustainability, he emphasizes that competition has a major influence on the sustainability of growth for SMEs (Njue, 2013). Also in their study Bunyasi and Wekesa concluded that, SMEs may accomplish growth and sustainability by concentrating on entrepreneurial aspects like innovation, human capital, cheap finance accessibility, and access to business information (Bunyasi, 2015). They discovered that these elements have an effect on the expansion of SMEs, hence need for more research additional

variables impacting continued existence of SMEs in areas other than the Thika district (Bunyasi, 2015). The two studies don't clearly state the specific determinant variables an SME needs, to guarantee their survival and sustainability, which this survey intended to elaborate on.

This chapter emphasizes theoretical analyses of literatures that are directed by aims and are organized into distinct sub-topics such as financial resources, business competitiveness, marketing strategy, and entrepreneurial talents. A discussion on the conceptual framework, variable relationships, research gaps and summary of Literature review was conducted in this chapter.

2.5 Conceptual Framework

Conceptual framework describes the dependent, independent and moderating factors that were investigated in the empirical review and are depicted in Figure 1. It creates a clear knowledge of the variables' connections.

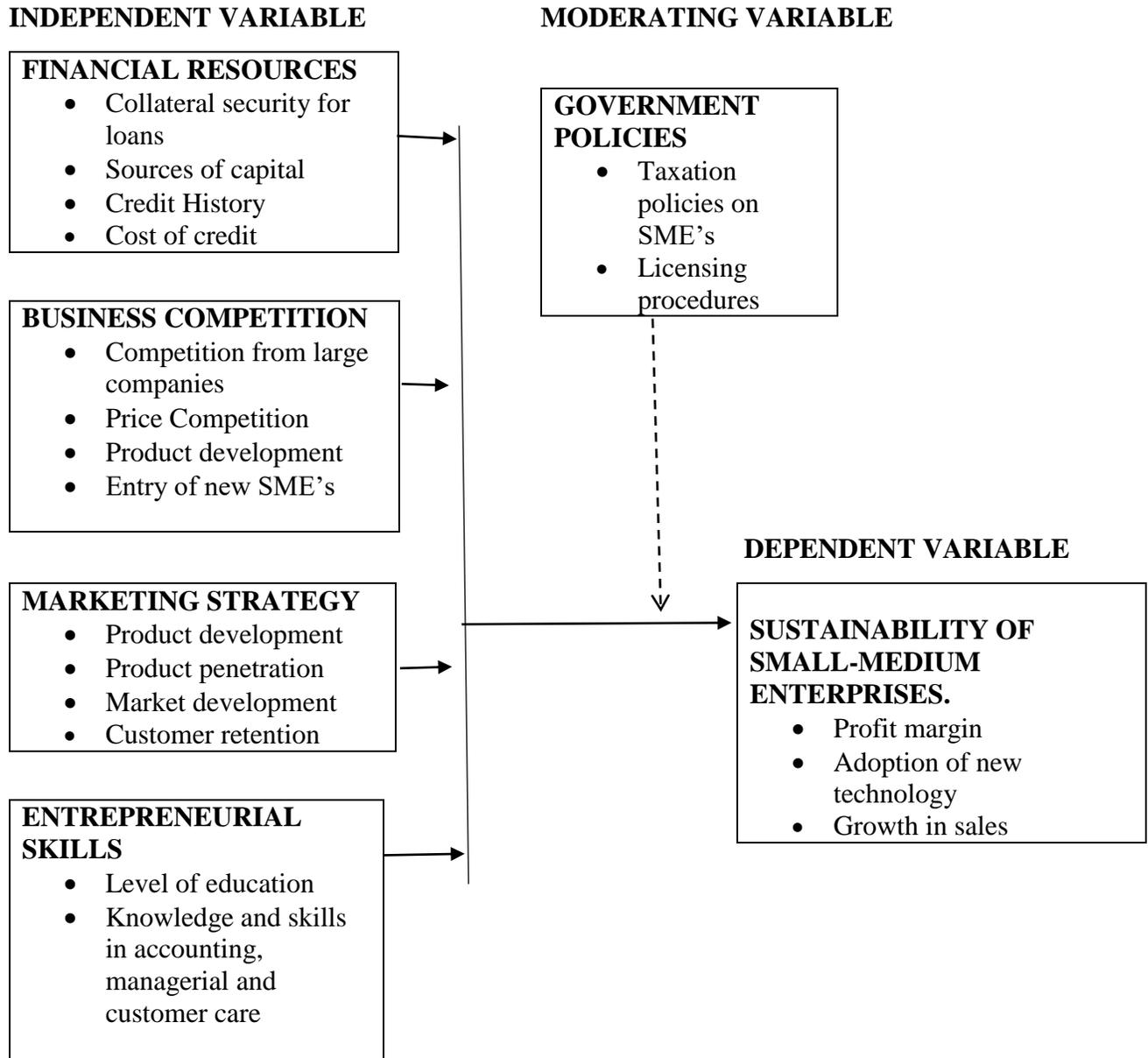


Figure 1 Conceptual Framework

The study's purpose was to look at the elements that impede the longevity of SME projects using a case study in Litein Town, Kericho County. The conceptual framework emphasized four major factors that determine the course of action done by SMEs to ensure their long-term viability. Access to financial resources, the competitiveness of the firm, marketing strategy, and entrepreneurial talents were classified as separate variables. Sustainability of small and medium-sized businesses is the dependent variable, which is heavily impacted by the four independent factors listed above. The supply of adequate financial resources, as well as financial management skills for these SMEs, would have a positive impact on the sustainability of SMEs activities in Litein. Business rivalry over market price and huge corporations make it impossible for small start-ups firms to survive. Marketing tactics have a major impact on the sustainability of SMEs since they tend to broaden the market base, which assists in the long-term viability of SMEs efforts. Entrepreneurial abilities are also necessary for company management, which is essential in determining the profitability of a SME.

CHAPTER THREE

RESEARCH METHODOLOGY.

3.1 Introduction

This chapter examines the study's methodology, with an emphasis on the study's design, the population being studied, sampling procedures and sample size, research tools, questionnaires, feasibility study, dependability, authenticity, data collecting procedure, data analysis techniques, and ethical considerations.

3.2 Research design

Descriptive research design was used for this investigation. Descriptive design is a methodical technique of gathering information from the target respondents in order to gain knowledge and forecast some characteristics of the behavior of the population of interest (Mugenda & Mugenda, 2019). According to Nachmias, this technique was suitable for this survey since it included fact finding and inquiry on the variables (Nachmias & Hubschmid-Vierheilig, 2021) impacting sustainability of SMEs in Litein town, which are access to financial resources, business competition, marketing strategy and entrepreneurial skills.

3.3 Population of the Study.

A population is a collection of people or components sharing at least one characteristic. It is also the broader group from which a sample is drawn (Orodho & Kombo, 2002). According to Mugenda and Mugenda (2011), the population is the whole element or units from whom a researcher wishes to generate a sample for the study, and the population serves as the topic of the investigation. The study's target population consists of 720 licensed SMEs (Litein, Bureti Sub County 2021). Table 3.1 shows how the SMEs population will be dispersed.

Table 3. 1 Summary of Business Sectors for the population

SME type	Related activities	Population size
Health care	Clinics and small private hospitals, pharmaceutical firms, and chemists.	80
Education	Private Schools, beauty institutions, business colleges, and driving schools	50
Agricultural Activities	Production of livestock feeds, agrochemicals, insecticide, Agrovets, and hardware.	90
General Trade	Warehousing, wholesaling, distribution, packaging and general retailers of goods.	280
General Services	Consultancies, Telecommunication, Transport, hotels and Accomodation, legal services etc	220
Total		720

Source, BURETI SUB COUNTY 2021

3.4 Sampling Size and Sampling Procedure.

This part goes through the procedure of sampling used to determine the sampling size. A group of services, items, individuals drawn from a research sample and chosen to ensure that every category has an the same probability of being in the study by employing the appropriate process(Mugenda, 2003) is known as a sample.

3.4.1 Sample Size

For the context of this research, a sample size of 10% of Mugenda's accessible population and Mugenda's sampling theory was utilized (Mugenda & Mugenda, 2019). Therefore, the sample size was 72, which corresponds to 10% of the study population of 720.

3.4.2 Sampling procedure

Simple stratified strategy was employed to determine a sample depending on the traits of the population under study. When its diverse, this strategy is used. Cooper and Schindler (2008) discovered that stratified sampling produces homogeneous stratum groupings. Respondents was

a representation of the entire population as feasible (Kothari, 2009). In Litein town, SMEs was divided into strata based on their business categories, and samples drawn at random from each stratum. A sample size of 72 SMEs owners selected from registered SMEs in Litein Town was employed. This was allocated proportionally according to the population size of each stratum, as highlighted in Table 3.2.

Table 3. 2 Types of SMEs and sample size distribution.

SME type	Target Population	Sample distribution	Number of respondents.
Health care	80	$80/720 \times 72$	8
Education and Training	50	$50/720 \times 72$	5
Agricultural Activities	90	$90/720 \times 72$	9
General trade	280	$278/720 \times 72$	28
General Services	220	$218/720 \times 72$	22
Totals	720		72

Source: AUTHOR

3.5 Research Instrument.

The respondent's information was gathered using structured questionnaires. Questionnaires were suitable for this survey to obtain direct information from respondents and observe individual sentiments, altitude, and their experiences (Baker & Ponton 2013). Questionnaires included open-ended inquiries that assisted in in-depth explanation responses to some inquiries that were closed-ended, so offering larger perspective on the issues addressed by specific inquiries.

Discovery by Cooper (2008), stated that data collection is a mechanism employed by an individual conducting the study to gather data from respondents using a questionnaire to address the question under study (Cooper & Schindler, 2008). This study depended on primary data, collected via survey questions distributed to respondents. The usage of a questionnaire is a straightforward technique since the sampled respondents may fill out the questionnaire as per their preferences. The questionnaire instrument was used in the research, with a 5-point scale ranging from strongly concur to concur, neutral in nature, disagree that and strongly disagree.

3.5.1 Pilot Testing

To evaluate its dependability, the researcher administered a pre-test questionnaire to SMEs that were not among in the study group. To improve the clarity of the questionnaire, the chief researcher conducted a test-retest. Within Bureti Sub County, pilot testing was carried out by randomly selecting 15 SMEs that were not included in the actual study by administering questionnaires to the owners. Chi Square was utilized to calculate the authenticity and reliability of data acquired during pilot testing.

3.6 Validity and dependability of research tools

Validity and dependability is the correctness of the data gathered defined by the data collection devices (Mugenda & Mugenda, 2019). Reliability of the outcome when a test is performed and its ability to measure what it is intended to measure is referred to as validity. In order to create validity, the researcher used numerous sources of evidence. To guarantee authenticity, professional consultation and pilot testing was conducted. According to (Orodho & Kombo, 2002), the accuracy of the result produced when the right measure is used and offers a predictable result is referred to as validity.

When an evaluation is performed and consistent results are obtained, the test is called dependable. Test-retest to was employed to assess the data's dependability. A pilot test was also conducted by sending questionnaires to 15 SMEs that weren't included in the final data to assess the instrument's and data's dependability. According to (Mugenda & Mugenda, 2019), when a test is repeated twice and yields the same result, the instrument is deemed dependable for the research.

3.7 Data Collection procedure

Questionnaires was used as the primary data gathering strategy in this investigation. According to Naremo (2002), questionnaires condensate all real data against the question in them and are devoid of manipulation during analysis. The ideas expressed by Naremo (2002) are confirmed by (Mugenda & Mugenda, 2019), who emphasize the importance of questionnaires in designing surveys.

The researcher will use questionnaires and content analysis to gather quantitative and qualitative data from business owners and documents during the visit to Litein Town. The questionnaires will utilize both closed and open ended inquiries concentrating on the primary goals under investigation.

3.8 Data analysis

Conversion and summarization of raw data is known as data analysis, and it is done to create quantitative and qualitative data tools. Before being examined with the help of the SPSS packages, the data gathered by use of questionnaires in the field was coded, sorted, and updated. The goals of the research were used to classify the study's questions, which were then examined and summarized to provide results. The research used percentages and frequencies to present the data and show the variations in tabulation.

The research employed multiple regressions (independent and dependent) and Pearson product moment correlation to ascertain the link between the variables. The linear model for multiple regressions looked like this;

Regression model: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ will then be developed.

Whereby:

Y is dependent variable

β_0 is a Constant

β_1X_1 is Access to finance

β_2X_2 is Business Competition

β_3X_3 is Marketing Strategies

β_4X_4 is Entrepreneurial Skills

For each statistical test, the significance threshold was set at $p < 0.05$. Stepwise linear regression produced the variable with the greatest correlation first. The independent variable that had the highest partial correlation with the variable that is dependent was then be constructed in the next phase.

3.9 Ethical Issues.

Because some of the sensitivity of information obtained, the researcher handled the data with extreme caution. The National Commission of Science, Technology, and Innovation issued the researcher a permit to conduct the research (NACOSTI). A research permit was a necessary item for doing research in Kenya. The researcher also secured a letter of transmittal, which was delivered to respondents together with the data collecting devices, notifying them of the necessity to assist with the study process. Respondent involvement was optional, and their information was treated with utmost confidentiality.

Table 3. 3 Operationalization of Variables

Objectives	Variables (Independent)	Indicators	Measurement Scale	Data Analysis Method
To ascertain how access to capital affects the long-term growth of SME ventures in Litein town, Kericho County.	Access to Finance	- Sources of capital -Collateral for securing loans -Credit History -Cost of credit	- Nominal	Chi Square to test relationship Multiple regression
To assess how competition impede Sustainable existence of SME ventures in Litein town, Kericho County	Business Competition	-Price Competition -Rivalry from large corporations -Ease of access of new business into market -Product and technology development	- Nominal	Chi Square to test relationship Multiple regression
To analyze how marketing tactics, affect the continued survival of SME ventures in Litein, Kericho County.	Marketing strategies	- Product penetration - Product development - Product diversification - Market development - Customer Intimacy	- Nominal	Chi Square to test relationship Multiple regression

<p>To ascertain how entrepreneurial abilities, affect the future viability of SME ventures in Litein, Kericho County.</p>	<p>Entrepreneurial skills</p>	<p>-Innovation skills -Managerial skills -Technical skills -level of education</p>	<p>-Nominal</p>	<p>Chi Square to test relationship Multiple regression</p>
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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION.

4.1 Introduction

This chapter is critically involved in analyzing, interpreting and findings presentation as per the objectives of the research.

4.2 Response rate

The researcher availed the questionnaires to 71 owners and managers of business ventures under SMEs in Litein Town who were derived from the following sectors; Agricultural activities, Education & Training, General trade, Healthcare, and service industry. The study had 71 respondents who were given the questionnaires. Not all surveys were completed and handed over and also a few were not fully filled up as presented in Table 4.1

Table 4. 1 Response rate

Response	Frequency	Percent
Returned	64	90%
Unreturned	7	10%
Total	71	100%

Frequency and percentage of returned and unreturned questionnaires is displayed in table 4.1 above. Based on the table, 64 questionnaires (90% of the total) were returned, and 7 questionnaires (10% of the total) were not returned

4.3 Demographic Information

The demographic information of target audience was analyzed and presented. Parameters considered were; gender, age, period one has been in business, position held, number of employees in the entity, education level, as well as skills gained in doing business.

4.3.1 Gender

The study on the ownership of the business in term of gender was looked at analyzed and presented in Table 4.2.

Table 4. 2 Gender.

	Gender	Frequency	Percentage
Valid	Male	33	51.6
	Female	31	48.4
	Total	64	100.0

Table 4.2 displays the frequency and proportion of individuals who categorized as male and female. It also displays the total proportion of individuals who identified as male or female. Based on the table, there were 33 participants (51.6% of the total) who identified as male and 31 participants (48.4% of the total) who identified as female. The survey had 64 participants who took part in it.

4.3.2 Age Bracket of Respondent

Age bracket of the respondent was interviewed and analyzed data was as displayed in Table 4.3. Age is an important factor for ensuring there is sustainable growth of SME projects.

Table 4. 3 Age Bracket of Respondents

	Frequency	Percent	
Valid	18- 25	3	4.7
	26- 33	29	45.3
	34- 41	14	21.9
	42- 49	13	20.3
	Over 50	5	7.8
	Total	64	100.0

From Table 4.3, the frequency and proportion of participants in each age group, as well as the cumulative percentage of participants in each group. Based on the table, there were 3 participants (4.7% of the total) who were between 18-25, 29 participants (45.3% of the total) who were between 26 and 33 years old, 14 participants (21.9% of the total) who were between 34 and 41 years old, 13 participants (20.3% of the total) who were between 42 and 49 years old, and 5 participants (7.8% of the total) who were over 50 years old. Out of the population the age between 26 to 33 which represents 45.3% were the majority in the business.

4.3.3. Period the business has been in existence

Respondents were required to specify how long the business in question has been in operation. This is vital because as indicate earlier, one of the challenges that face SMEs is that they fail before they get to their 5th year. The outcomes are as recorded in Table 4.4.

Table 4. 4 Period in business

Years	Frequency	Percentage
0- 3	23	35.94%
4- 6	18	28.13%
7- 9	15	23.44%
10 and More	8	12.50%
Grand Total	64	100.00%

As indicated in table 4.4, respondents who have been in operation for 0-3 years credited the greatest frequency of 23 and 35.94% of the total population. Followed by 28.13% for those of 4-6 years, 23.44% for those between 7-9 years, and 12.50% for those over 10 years. According to the findings, businesses with 0 to 3 years in business dominated SMEs in Litein town.

4.3.4 Position in the business

During the research, the respondent's position in the firm was asked about. The questionnaire was to be presented to the owners or managers of the business. The responses were recorded in Table 4.5.

Table 4. 5 Position in the business

Position in Business	Frequency	Percentage
Owner	31	22.14%
Manager	9	12.86%
Supervisor	8	17.14%
Employee	13	37.14%
Family Member	3	10.71%
Grand Total	64	100.0

From Table 4.5, it was discovered that a number of businesses were run by family members or workers. Furthermore, several owners claimed that they are also managers and so fall into the group of others. The investigation discovered the following, as indicated in Table 4.5. Employees accounted for 37.14%, owners accounted for 22.14%, supervisors 22.2%, managers 12.86%, family members for 10.71%. The majority of SMEs are operated by employees. Owners also perform the functions of manager and financier.

4.3.5 Number of Employees in the Business

The researcher required the respondent to specify the number of staff the business has. This was significant since the SME definition is based on staff count. According to a World Bank evaluation in Kenya (2004), SMEs are those with 10-99 employees. Small businesses have 10 to 49 employees, whereas big businesses have 50 to 99 employees. The results are tabulated in Table 4.6.

Table 4. 6 Number of Employees in the Business

Number of Employees	Frequency	Percentage
10-29	42	65.63
30-49	10	15.63
50-69	10	15.63
Over 70	2	3.13
Grand Total	64	100.0

Findings on Table 4.6 shows, 65.63% of SMEs employed 10-29 employees, 15.63% employed 30-49, 15.63% employed 50-69, 3.13% employed over 70 employees. This was analyzed as shown in the Table 4.6 above. Based on the information gathered, it was determined that the majority of SMEs in Litein Town are Small enterprises indicated by 65.63% with between 10-29 employees and 15,63% with employees ranging between 30-49 employees and 15.63% with employees between 50-69.

All are under the category of Small enterprise projects.

4.3.6 Highest Level of Education

The highest degree of education of the respondents was also investigated. The results were as given in Table 4.7.

Table 4. 7 Level of Training

Level of Education	Frequency	Percent
University	26	40.63
Tertiary Institution	17	26.56
Secondary School	17	26.56
Primary	4	6.25
Grand Total	64	100.00

As indicated in the Table 4.7, SMEs Owners/Manager who attained university levels were 40.63%, Tertiary institution and Secondary education both had 26.56% and Primary education 6.25%. It was determined that the majority of SMEs have a university education.

4.3.7 Skills gained for doing business

The researcher asked the respondent if they have gained different skills for doing the business. This is because one of the variables chosen was entrepreneurial skills.

Table 4. 8 Related Business Skills

Related Business Skills	Frequency	Percentage
Yes	48	75 .00
No	16	25 .00
Grand Total	64	100.00

Study’s findings tabulated in Table 4.8, 75% of the participants concurred to have gained skills while doing the business. Only 25% said otherwise. This shows that the more one is involved in the business the more skills are gained. This is important in the sustainable growth of SMEs

4.4 Influence of Business Related Skills on SMEs sustainable growth and Sustainability.

Participants were required to rate their level of concurrence with the remarks given on the impact of business-related skills on long-term success of SMEs. Yes, or No scale was deployed.

4.4.1 Descriptive analysis for Business Related Skills.

The findings for business related skills was computed and represented in Table 4.9.

Table 4. 9 Business Related Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	48	75.0	75.0	75.0
Valid	No	16	25.0	25.0	100.0
	Total	64	100.0	100.0	

Table 4.9 shows the results of a survey asking if respondents have any business-related skills. The survey received 64 total responses, with 48 (75%) responding "Yes" and 16 (25%) responding "No." The valid percent column indicates that all responses are valid, and the cumulative percentage column shows the “Yes” percentage of responses. It indicates that most of the respondents have business related skills as 75% of them answered Yes.

4.5 Influence of Access to Finance on SMEs sustainable growth

Participants were asked to rate their degree of concurrence with the remarks given on the impact of availability of credit on the long-term survival of SMEs. Likert scale range 1-5 was used. The indicators of this variable were; capital sources, loans collaterals, credit history, credit cost. This was measured against Sustainable growth whose indicators were; growth in sales, profitability increases in business asset and adaptation of technology.

4.5.1 Descriptive Analysis for Access to Finance.

The findings on the impact of access to finance on SME longevity were computed and presented in Table 4.10.

Table 4. 10 Access to Financial Resources

Access to Finance	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	7.8	7.8	7.8
Disagree	5	7.8	7.8	15.6
Neutral	17	26.6	26.6	42.2
Agree	29	45.3	45.3	87.5
Strongly Agree	8	12.5	12.5	100.0
Total	64	100.0	100.0	

Table 4.10 tabulates the outcomes that, access to financial resources has a link to continued survival of medium-sized enterprise projects. The table displays the frequency and proportion of responses for each column of access to finance.

Financial access statements were classified in a Likert scale ranging 1-5. The results clearly showed that majority of respondents (45.3%) agreed that there is a strong link between business competition and sustainability of small- medium enterprise projects, while 7.8% of respondents

strongly agreed. A remarkable percentage of respondents (26.6%) had a neutral stand on the relationship, 7.8% disagreed and 12.5% strongly disagreed.

4.6 Influence of Business Competition on SMEs sustainable growth

Participants were required to rate their degree of concurrence with the remarks given on the effects of business competition on the long-term existence of SMEs. Likert scale of 1-5 was used. The indicators of this variable were; competition in pricing, rivalry from large companies, entry for other SMES with no restrictions, and development of products. This was measured against Sustainable growth whose indicators were; growth in sales, profitability increases in business asset and adaptation of technology.

4.6.1 Descriptive Analysis Business Competition.

The findings on the impact of business competition on SME longevity were tabulated and displayed in Table 4.11.

Table 4. 11 Business Competition

Business Competition	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	6.3	6.3	6.3
Disagree	5	7.8	7.8	14.1
Valid Neutral	12	18.8	18.8	32.8
Agree	29	45.3	45.3	78.1
Strongly Agree	14	21.9	21.9	100.0
Total	64	100.0	100.0	

Table 4.11 displays outcomes of a survey on the association between business competition and longevity of small and medium enterprise projects. The table displays frequency & percentage of responses for each category of business competition.

Business competition were categorized in a Likert scale range 1-5. The findings showed that a good number of respondents (45.3%) agreed that there is a favorable relation between business competition and longevity of small and medium enterprise projects, while 21.9% of respondents

strongly agreed. A smaller percentage of respondents (18.8%) had a neutral stance on the relationship, 7.8% disagreed and 6.3% strongly disagreed.

4.7 Influence of Marketing Strategy on SMEs sustainable growth

The target audience were requested to rate their degree of concurrence with the remarks given on the impact of marketing strategy on the long-term growth of SMEs. The Likert scale range of 1-5 was used. The indicators of this variable were; increase in cashflow, growth in market share, opening of new markets, growth in sales turnover and adoption to technology This was measured against Sustainable growth whose indicators were; growth in sales, profitability increases in business asset and adaptation of technology.

4.7.1 Descriptive Analysis Marketing Strategy.

The findings on the impacts of access to capital on longevity of SME was computed and displayed in Table 4.12.

Table 4. 12 Marketing Strategy

	Frequency	Percentage	Valid Percent	Cumulative Percent
Disagree	6	9.4	9.4	9.4
Neutral	17	26.6	26.6	35.9
Agree	24	37.5	37.5	73.4
Strongly Agree	17	26.6	26.6	100.0
Total	64	100.0	100.0	

Table 4.12 records that the most of respondents (37.5%) concurred that there is an association between sales strategies and sustainability of small- medium enterprise projects, while 26.6% of respondents strongly agreed and 26.6% were neutral. A smaller percentage of respondents (9.4%) disagreed.

4.8 Influence of Entrepreneurial Skills on SMEs sustainable growth

The survey audience were required to rate their degree of discernment with the remarks given on the effects of entrepreneurial abilities on the continued growth of SMEs. Likert scale was used. Indicators of this variable were; level in knowledge in accounting, managerial, customer service and reporting writing and presentation skills. This was measured against Sustainable growth whose indicators were; growth in sales, profitability increases in business asset and adaptation of technology.

4.8.1 Descriptive Analysis on Entrepreneurial Skills.

Influence of entrepreneurial skills findings on sustainability of SME was displayed in Table 4.12.

Table 4. 13 Entrepreneurial Skills

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.6	1.6	1.6
Disagree	8	12.5	12.5	14.1
Valid Neutral	5	7.8	7.8	21.9
Agree	36	56.3	56.3	78.1
Strongly Agree	14	21.9	21.9	100.0
Total	64	100.0	100.0	

Table 4.13 states that a significant number of respondents (56.3%) agreed that between entrepreneurial abilities and sustainability of small-medium enterprise projects there is a relationship, while 21.9% of respondents strongly agreed. A smaller percentage of respondents (7.8%) were neutral, 12.5% disagreed and 1.6% strongly disagreed.

4.9. Inferential Statistics

Inferential statistics were used to find out the association between Access to Financial resources, Business Competition, Marketing Strategy, and Entrepreneurial Skills and SME Sustainability.

4.9.1. Access to Finance and Sustainability of Small Medium Enterprise Projects Versus Level of Education

Using Chi Square, a correlation analysis was computed to assess the association between availability to financial resources and long-term success of SMEs and level of education.

Table 4. 14 Chi-Square Tests. Access to Finance

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.316 ^a	12	.421
Likelihood Ratio	15.031	12	.240
Linear-by-Linear Association	4.310	1	.038
N. of Valid Cases	64		

a. 16 cells (80.0%) have outcome count less than 5. The minimum outcome count is .13.

The p-value for Pearson Chi- Square test is .421, which is greater than .05, so it's not considered as statistically significant. However, Linear-by-Linear Association test p- value is .038, which is less than .0 5, so to conclude, a statistically significant association between education level, access to financial resources, and sustainability of small and medium firm ventures. It's worth noting that "16 cells (80.0%) have outcome count less than 5" which could affect the validity of the test.

4.9.2. The Relationship Between Business Competition and Sustainability of Small Medium Enterprise Projects and Gender

Correlation Analysis was carried out using Chi Square to establish the link connecting Business Competition, Gender, and Sustainable Expansion of SME's as shown in Table 4.15

Table 4. 15 Chi Square Business Competition

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi Square	1.620 ^a	4	.805
Likelihood Ratio	1.627	4	.804
Linear-by-Linear Association	.025	1	.875
N. of Valid Cases	64		

a. 4 cells (40.0%) have a count of lesser than 5. The minimum expected count is 1.94.

Table 4.15 indicates chi-square test done to find out a link between business competitiveness and the longevity of small-medium firm initiatives and gender. The test findings reveal that the p-value is greater than 0.05, indicating that there is no link connecting the two variables. This is to say, the data does not provide strong evidence of a relationship between business competition and the longevity of small-medium sized firm initiatives, and gender. Additionally, 40% of the cells have a count of lesser than 5, which may affect reliability of the test results.

4.9.3. Marketing Strategy and Sustainability of Small and Medium Enterprise Projects and Business Category

Correlation Analysis was employed to explore marketing strategy and its link to long-term survival of SMEs, as displayed in Table 4.16.

Table 4. 16 Chi-Square Marketing Strategy

	Value	df	Asymp. Sig. (2 sided)
Pearson Chi Square	22.241 ^a	12	.035
Likelihood Ratio	26.177	12	.010
Linear-by-Linear Association	3.599	1	.058
N. of Valid Cases	64		

a. 14 cells (70.0%) have a count lesser than 5. The minimum expected count is .56.

The results of the test show that the p value is less than 0.05, which suggests there is a substantial association among these three variables. In other words, the data provides evidence to suggest that marketing strategy has a link with sustainability of small medium enterprise projects, and business category. It is critical to note, however, that a link does not always imply a causal relationship; it might just be a correlation. As a result, additional survey is required to better understand the association. Furthermore, 70% of the cells have an anticipated count of less than 5, which may impact the test results' credibility.

4.9.4. Regression Analysis

To determine the link between financial access, business competition, marketing strategies and Entrepreneurial skills and sustainable growth of SMEs, a regression analysis was carried out using standardized and unstandardized Coefficients as displayed in Table 4.17.

Table 4. 17 Regression Analysis

	Model	Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
	(Constant)	44.650	16.402		2.722	.009
	Access to Finance	12.529	16.926	.291	.740	.462
1	Business Competition	10.167	16.485	.173	.617	.540
	Marketing Strategies	10.725	17.309	.217	.620	.538
	Entrepreneurial Skills	6.833	16.485	.116	.415	.680

a. Dependent Variable: Sustainability

The binary logistic regression results indicate that none of the independent variables (Financial Access, Business Competition, Sales Strategies, Entrepreneurial Skills) have a statistically significant relationship with Sustainability, as indicated by Sig. values greater than .05. Therefore,

it seems that none of these independent variables are good predictors of Sustainability. This model's constant term is statistically significant with a p-value of .009, which means that the model is able to predict the probability of the dependent variable being 0 or 1.

$$\text{Sustainability} = 44.650 + 12.529\text{Access to Finance} + 10.167\text{Business Competition} + 10.725\text{Marketing Strategies} + 6.833 \text{Entrepreneurial Skills}$$

Based on the values of the independent variables, this model may be used to estimate the likelihood of Sustainability being 1. (Financial Access, Business Competition, Marketing Strategies, and Entrepreneurial Skills). However, as previously stated, no conclusive link between any of the independent variables and Sustainability was indicated. (as indicated by the Sig. values being greater than .05), therefore this model may not perform well in making predictions. It's also important to consider the assumptions of the model and the potential for confounding variables that may not have been considered in the analysis.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This includes a summary of the study's discoveries in regard to objectives, as well as data from chapter four.

5.2 The Summary of the Findings

Medium-sized ventures (SMEs) play a significant part in the nation's growth through creating jobs, encouraging economic growth, and reducing poverty. However, the majority of SMEs do not develop and so are not sustainable. Because there has been little research into the reasons why SMEs fail, this study sought to examine the qualities that impact their long-term growth. This identifies the project's research gaps. The study focuses on four objectives: entrepreneurial skills, financial availability, competition, and marketing techniques.

Descriptive research approach was employed, which included 720 SMEs registered in Litein Town. A simple stratified technique was used to get the research sample, which was then drawn from each stratum using simple random and proportionate allocation. The sample size was set at 72 respondents. Primary data was collected by means of questionnaires. Data was examined, coded, and analyzed using SPSS, and the findings were presented as percentages and matrix tables. Regression and correlation was used to examine the variables' tandem. The results on the effects of entrepreneurial skills demonstrated a positive and significant link between SME sustainability and entrepreneurial talents. From the survey, a large number of respondents felt that basic education increases overall quality of the business owner's/manager's abilities, resulting in better management and long-term growth. Further study found that SMEs' long-term performance was influenced by skills and competence in areas such as inventiveness, accountancy, technological advances, client service, and reporting.

The results on the influence of financial access, it has a favorable effect on the sustainability of business initiatives. From the survey findings, many respondents felt that when financial resources are easily accessible, firms may succeed and grow sustainably. Additionally, SMEs face

difficulties in acquiring readily accessible and reasonable financial resources. This impedes their efforts as they attempt to sustainably build the business.

The research study discovered a significant correlation between competitiveness and the viability of SMEs initiatives in Litein. It was discovered that respondents agreed that utilizing creative approaches to acquire a competitive edge has resulted in a rise in sales and profitability, which is a positive indicator of long-term success. If SMEs are to be viable, its managers and owners must have measures in place to deal with competition. These may include establishing clear reporting lines, keeping experienced workers, and creating a pleasant working environment for employees. They should also discover strategies to increase consumer loyalty while expanding their products and services.

Study's findings on the impacts of marketing strategies, SMEs with well-structured marketing strategies succeed in business. Their sales turnover and profitability skyrocket. From the survey, most of the respondents believed in using product development techniques such as designing and testing goods to check their adaptability and compatibility to the target clients leads to a rise in sales and business income. According to the survey, the more a firm is publicized through sales promotion, publicity, and online marketing, the more clients it obtains.

5.3 Discussions

This section analyzes research findings by comparing and contrasting them with the empirical study findings discussed in the empirical studies. The debate is organized around the study goals.

5.3.1 Influence of access to finance on SMEs sustainable growth

According to the study, financial resources are critical to the continued development and expansion of SMEs. It is in agreement with others on the relevance and correlation of this aspect on the long-term viability of all company undertakings. Wambua (2016), Opinya and Rotich (2015). It was unanimously recognized that if financial resources are easily accessible, businesses may prosper and develop sustainably. This is supported by the findings of Kamunge et al. (2014), who discovered that a shortage of funds is an almost generally acknowledged difficulty for SMEs.

There is a rapid access to financing that can put an end to this difficulty. This is consistent with respondents' belief that affordability and easily available funding sources lead to sustainability. Medium-sized enterprises (SMEs) lack collateral and adequate bookkeeping and documentation

required by financing institutions, consequently the majority of SMEs do rarely have rapid access to financing. Many SMEs are also controlled by family members and do not maintain sufficient records.

The study revealed that important aspects of finance, such as affordability and capital availability, have contributed to the long-term expansion of SMEs. Bunyasi (2015) observed that the availability of official and informal sources, as well as flexibility of terms and price, all contribute to the viability of SMEs. Unfortunately, commercial banks have seen lending to SMEs as a risky venture, and as a result, the majority of them do not easily qualify for credit facilities.

Furthermore, the survey discovered that significant number of participants reinvest in their firms, obtain loans from informal financial sources, and use microfinance with favorable lending rules. This is because SMEs require financing to improve their company performance in production, expansion, innovation, and sustainability. Wanjohi and Mugure's (2008) analysis agrees with the findings that retained profits and informal sources of financing are key sources of funding (Wanjohi 2008).

5.3.2 Influence of competition on SMEs sustainable growth

The results of this investigation revealed a favorable association between competitiveness of SMEs and long-term growth. The P value for competition was less than 0.05, according to the correlation coefficients. This suggests that competition is a crucial element impacting the long-term growth of SMEs in Litein Town hence, supporting conclusions of Baral (2013), who acknowledged that competitiveness impacts all industries and must be considered when developing SMEs' sustainability strategy.

From the study's findings, participants believed that utilizing creative approaches to create a competitive edge has resulted in increased sales and profitability, which is a positive indicator of long-term success. This is consistent with Opinya and Rotich's (2015) findings that entrepreneurs should use technology to get a competitive advantage over rival enterprises.

Participants acknowledged that having methods for dealing with rivalry and product diversification had enhanced profitability. A well-defined competitive positioning strategy decreases the chance of a company supplying solutions to a broad audience in favor of a distinct value proposition that distinguishes itself from rivals. (Magara 2016).

When asked how much they agreed with the assertion that company development has resulted in increased sales and profitability, the majority of respondents were unconcerned. This contradicted the findings that variety promotes sales. (Bunyasi 2015).

Respondents also agreed that establishing clear reporting lines, keeping competent workers, and creating a pleasant working environment resulted in increased sales and company success. This is consistent with Njue's (2013) research, that an entrepreneur must take all necessary steps to get an upper hand over their competitors.

5.3.3 Influence of marketing techniques on SMEs sustainable growth

The research outcomes demonstrated a positive correlation connecting marketing and SMEs' long-term survival. The P value for marketing techniques was less than 0.05, according to the correlation coefficients. As a result, marketing techniques have a considerable influence on firms' continued existence in Litein Town. This is similar with Wawira's (2016) findings, which revealed a positive link between marketing methods and success of SMEs.

According to the study, marketing methods such as sales promotion, exposure, and web marketing helped the firm gain clients. Respondents unanimously agreed that increasing brand visibility through various marketing methods leads to increased sales and profitability. From the study results, the vast majority of the participants thought that using product development techniques such as designing and testing goods to check their adaptability and compatibility to the target clients leads to a rise in sales and profitability. This is consistent with Msoka's (2013) study results that marketing and sales abilities keep a businessman updated and educated about market trends, as well as understanding the most efficient methods of sales and distribution. All staff are involved in the greatest marketing methods for any business. Respondents agreed that when employees build the attitude and competencies behind the specialty of customer-centric agenda, sales and profitability grow. This supports Onsongo's (2016) findings that there is a correlation between marketing tactics and customer retention, and so all workers should align their thinking and skills toward customer retention.

5.3.4 Influence of Entrepreneurial skills on SMEs sustainable growth

According to the study's outcome, entrepreneurial skill is important in the long-term success of SMEs initiatives. Additionally, basic education increases the overall quality of the business owner's/manager's abilities, resulting in better management and long-term growth. A lack of

managerial skills has also been identified as an impediment to the continued existence of SMEs initiatives. This is in line with the outcome of (Rowley, 2013) who discovered entrepreneur's expertise and talents are crucial to the development and performance of SMEs. The research revealed that entrepreneur's previous experience with SMEs had a substantial influence on the viability of the firm. A vast majority of participants were unconcerned.

This was in line with Martin and Staines (2008) findings that contend that one of the key reasons why Enterprises fail is a lack of expertise in management, competencies, as well as individual characteristics.

An additional investigation found that SMEs' long-term performance was influenced by skills and competence in areas such as innovation, accountancy, technological advances, interaction with clients, and reporting. The findings are consistent with those of Ndungo and Rucha (2017), who discovered that entrepreneurial abilities accelerate the expansion of commercial firms.

According to the findings, entrepreneurship training is a vital element. The majority of those interviewed believed that training has an effect on company performance. This corresponds to the conclusions of Herrington and Wood's (2003) analysis. They observed that a lack of entrepreneur-related training and education, which diminishes their management competencies, is the primary cause for the short term existence of enterprises in Africa. Management inexperience or incompetence, which he described as management insufficiency, contributes to 90% of the failure of SMEs, according to Al-(2010) Mahrouq's study.

Furthermore, the study's findings stated that innovative skills have a significant influence on sustainability. It was widely accepted that innovation skills prepare the SME owner or management to limit and respond to technological advances. Bunyasi (2015) also discovered that innovation is a crucial determinant in the long-term success of SMEs. The more creative SMEs are in terms of manufacturing, delivery, accounting, and distribution networks, among other things, the more sustainable their development will be.

5.4 Conclusions

The conclusions in this part was established in light of the research results and the study's problem, that revealed that SMEs, regardless of the financial role they play in the economy, fail to expand into huge enterprises. A large number fail at the infantry level (KNBS 2007).

The study suggests that entrepreneurial abilities are critical to the long-term viability of SMEs in Litein Town. Entrepreneurial abilities, as operationalized in the study, are a crucial driver of SMEs' sustainability. It is critical for SME owners and managers gain information and abilities to operate the firm. Entrepreneurs' competency grows as a result of formal education and training in entrepreneurial skills. Skills and expertise in areas like innovation, accountancy, technology, customer service, and reporting have an effect on the viability of the firm. Furthermore, it was shown that innovation skills have an impact on corporate growth. Important training components should be specified so that the SME may be trained.

According to the survey, accessibility to finance is a critical pillar in sustainability of SMEs projects. The availability of accessible and inexpensive sources of capital would be critical to the business's long-term viability. This is due to the fact that businesses demand finances for capital, technology, sales marketing, and day-to-day operations. To make business operations easier, the entrepreneur should be able to discover rapid, flexible, and economical sources of capital. This offers a competitive edge over competitors, resulting in increased growth. The study also suggests that reinvesting business revenues offers an affordable source of credit, which is critical for business development.

According to the reseach, competition on the sustainable expansion of SMEs has a favorable influence on firm growth. It therefore, recommends that SME owners/managers must devise novel approaches to combat competition. The use of contemporary and relevant technology in manufacturing, distribution, and sales promotion offers the company an edge. Entrepreneurs must also take all required steps to achieve a competitive advantage over their competitors, such as offering clear reporting routes, keeping experienced personnel, and providing employees with a pleasant working atmosphere.

The study shows that marketing techniques impacts the continued viability of Medium- sized Enterprise projects. Businesses with clear marketing strategy have increased their sales turnover and profitability, resulting in long-term viability. Sales promotion, advertising, and web marketing help the company get clients. The study further suggests that the greatest marketing tactics for any organization engage all workers; there is a correlation between marketing techniques and customer retention., thus all employees should align their mentality and skills toward customer retention.

5.5 Recommendations for the study

From on the study's aims, suggestions for SMEs were developed.

When it comes to the SMEs initiatives for long-term growth, the study discovered that an entrepreneur's ability and abilities are significant components in company management. As a result, the research recommends that entrepreneurs who own SMEs and their workers receive business coaching in order to develop skills in various aspects of business management. The study calls for the government take action by developing a training program for SMEs. This will have a positive long-term influence on their company's sustainability.

The role of competition on sustainable growth of SME projects revealed that it has an impact on company growth. The study therefore, suggests that SME owners/managers devise novel approaches to combat competition. The research suggests that businesses employ contemporary and relevant technologies in manufacturing, distribution, and sales promotion to get a competitive edge.

Marketing techniques have an impact on a company's long-term viability. According to the survey, SME owners/managers should have defined marketing plans for their businesses. These techniques should engage all staff so that they build a customer retention attitude. Technology and contemporary social media area, as well as online marketing, are highly suggested for businesses seeking to remain competitive and sustainable.

The research was limited to investigating four aspects impacting the long-term growth of SMEs in Litein, including entrepreneurial skills, access to funding, competitiveness, and marketing tactics.

5.6 Suggestion for Further Study

More study is needed to determine how technology and innovation affect the long-term viability of medium-sized businesses in Kericho County, Litein Town.

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APPENDICES

**APPENDIX 1 ; QUESTIONNAIRES FOR MEDIUM-SIZED ENTERPRISE OWNERS/
SUPERVISORS.**

Please tick on the boxes below. Fill in the provided space for open ended inquiries.

SECTION A: GENERAL INFORMATION

1. Choose your gender:

Male Female

2. Which age are you?

18- 25 26- 33 34-41
42 - 49 over 50yrs

3. Which category does your firm deal with?

Agriculture Healthcare General Trade
Education General Services others

Specify

4. What duration has the enterprise been in operation? (years)

0- 3 3 -6 6- 9 10 and more

5. Position you hold?

Owner Manager Supervisor Employee Family

Specify

6. What number of staff members does the firm have?

10 - 29 30-49 50 -69 70

7. State your highest level of schooling.

University College Secondary Primary None

SECTION B: ACCESS TO FINANCIAL RESOURCES

8. Which remark do you agree or disagree with about SME access to financial resources for long-term viability in the remarks highlighted below Tick the relevant box. Use scale of 1 to 5: 1 means severely disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means highly agree.

Remarks	1	2	3	4	5
Microfinance institutions with flexible lending policies have resulted in SME growth and sustainability.					
Proper financial management has resulted in business growth and sustainability.					
The SME growth and sustainability grew as a result of easy access to financial resources.					
Access to financial resources determines sustainability of SMEs.					
Reinvesting profits earned by the business has resulted in its growth and sustainability.					
The ability to access loans on flexible terms has resulted in the expansion of the business.					
Commercial bank loans and other facilities have improved the business's long-term sustainability.					

SECTION C: BUSINESS COMPETITION

9. Which remark do you agree or disagree with about SME access to financial resources for long-term viability in the remarks stated below. Tick the relevant box. Use scale of 1 to 5: 1 means severely disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means highly agree

Remarks	1	2	3	4	5
Being price competitive results in increased sales and profits.					
Product diversification has resulted in increased profitability.					
Using innovative approaches to obtain a competitive advantage has resulted in increased sales and profits.					
Retaining experienced employees has resulted in greater sales and profitability.					
Business competition is a determinant of SME sustainability.					
Profitability has grown as a result of having strategies in place to deal with competition.					
Motivating employees with competitive compensation and benefits has resulted in increased sales and profitability.					
Employees that have clear reporting channels have seen an increase in profits.					

SECTION D: MARKET STRATEGIES

10. Which remark do you agree or disagree with about SME access to financial resources for long-term viability in the remarks stated below. Tick the relevant box. Use scale of 1 to 5: 1 means severely disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means highly agree

Remarks	1	2	3	4	5
Increased sales and profitability result from online marketing and sales.					
The introduction of new product designs results in increased sales and profitability.					
Increasing the visibility of your brand leads to a rise in profitability.					
Different techniques in marketing is a determinant in SME sustainability					
Increased sales and profitability result from sales marketing and publicity.					
The ideal marketing communication channel leads to a rise in consumers and purchases.					
Strategies for market diversification including specialization in one-of-a-kind services lead to increased sales and profits.					

SECTION E: ENTREPRENEURIAL SKILLS

11. Do you have any business-related skills? YES NO

12. By using the scale of 1-5, which remarks do you agree or disagree with the concept of entrepreneurial skills on the sustainability of SME Projects by ticking (√) whereby 1 means severely disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means highly agree

Remarks	1	2	3	4	5
SME owners with prior SME expertise tend to perform better.					
Entrepreneurial skills training is critical to business success.					
Basic education improves the quality of business in terms of sustainability.					
Higher-educated business owners tend to promote the firm's development and sustainability.					
Accounting, management, customer service, and reporting expertise lead to long-term business success.					
The availability of managerial experience influences business performance and sustainability.					

PART F: SUSTAINABILITY OF SMEs

- 13.** Please identify how you measure your company's growth and survival. Use a scale of 1 - 5, 1 means severely disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means highly agree to rate the following remarks.

Statement	1	2	3	4	5
Increased market share					
Opening of new business branches					
Increase in profits					
Obtaining and implementing new technologies					
Increasing the number of employees for the business					
Sales turnover increase					

END

APPENDIX 2 ; UNIVERSITY OF NAIROBI AUTHORIZATION LETTER



UNIVERSITY OF NAIROBI
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES
OFFICE OF THE DEAN

Telegrams: "Varsity",
Telephone: 020 491 0000
VOIP: 9007/9008
Mobile: 254-724-200311

P.O. Box 30197-00100, G.P.O.
Nairobi, Kenya
Email: foh-graduatestudents@uonbi.ac.ke
Website: business.uonbi.ac.ke

Our Ref: L50/36328/2020

August 22, 2022

TO WHOM IT MAY CONCERN

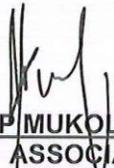
RE: INTRODUCTION LETTER: MERCY CHERONO

The above named is a registered Master of Project Planning and Management Student at the Faculty of Business and Management Sciences, University of Nairobi. She is conducting research on "***Determinants of Sustainability of Small and Medium Enterprise Projects: A case Study of Litein Town, Kericho County, Kenya***".

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.


PHILIP MUKOLA (MR.)
FOR: ASSOCIATE DEAN,
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

PN/mi

APPENDIX 3 ; NACOSTI LETTER OF AUTHORIZATION



REPUBLIC OF KENYA

Ref No: 451852

RESEARCH LICENSE



This is to Certify that Miss. Mercy Cheronoh Cheronoh of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kericho on the topic: Determinants of Sustainability of Small and Medium Enterprise Projects, A case study of Litein town, Kericho County, for the period ending : 25/March/2024.

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Date of Issue: 25/March/2023

Director General
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