

# Assessing the Impacts of Financial Business Limitations on Business Growth, Profitability, and Long-Term Sustainability

Uwamahoro Delphine<sup>1,\*</sup>, Aishwarya Kamanaluri<sup>2</sup>, P. Sudha<sup>3</sup>

<sup>1</sup>Department of Business Administration and Finance, Institut Supérieur de Technologies, Ouagadougou, Kadiogo Province, Burkina Faso.

<sup>2</sup>Department of Business Analytics, University of Birmingham, Birmingham, West Midlands, United Kingdom.

<sup>3</sup>Department of Business Administration, Dhaanish Ahmed College of Engineering, Chennai, Tamil Nadu, India.  
uwamahorodelphine8@gmail.com<sup>1</sup>, axk1660@student.bham.ac.uk<sup>2</sup>, sudhap@dhaanishcollege.in<sup>3</sup>

**Abstract:** This research investigated the interconnected financial business limitations that hindered business growth and sustainability in Kigali City, Rwanda. Many businesses, particularly SMEs, struggled with challenges ranging from liquidity and profitability issues to poor management practices and inadequate marketing. While existing research often addressed these issues in isolation, this study adopted a holistic approach to examine the complex interplay among these limitations and their underlying causes. Employing a mixed-methods approach, combining quantitative survey data with qualitative insights from semi-structured interviews with business owners and managers, the research aimed to identify key contributing factors and analyse their interrelationships within Kigali's business environment. The study explored how, for example, limited access to finance interacted with weak managerial skills, or how inadequate marketing strategies impacted the performance of financial businesses. Ultimately, this research sought to provide practical recommendations for businesses, policymakers, and support organisations to address these challenges, promote sustainable growth, and contribute to the economic development of Kigali City and Rwanda. The findings offered valuable insights into the specific needs of businesses in this region and informed the design of targeted interventions and support programs.

**Keywords:** Business Growth; Financial Businesses Limitations; Business Sustainability; Economic Development; Managerial Skills; Marketing Strategies; Sustainable Growth; Semi-Structured Interviews.

**Received on:** 04/11/2024, **Revised on:** 26/12/2024, **Accepted on:** 16/03/2025, **Published on:** 12/12/2025

**Journal Homepage:** <https://www.fmdbpub.com/user/journals/details/FTSHS>

**DOI:** <https://doi.org/10.69888/FTSHS.2025.000545>

**Cite as:** U. Delphine, A. Kamanaluri, and P. Sudha, "Assessing the Impacts of Financial Business Limitations on Business Growth, Profitability, and Long-Term Sustainability," *FMDB Transactions on Sustainable Humanities and Society*, vol. 2, no. 4, pp. 163–171, 2025.

**Copyright** © 2025 U. Delphine *et al.*, licensed to Fernando Martins De Bulhão (FMDB) Publishing Company. This is an open access article distributed under [CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/), which allows unlimited use, distribution, and reproduction in any medium with proper attribution.

## 1. Introduction

Businesses, regardless of size, ownership structure, or sector, operate in an increasingly complex and competitive environment that continually tests their ability to grow, adapt, and sustain operations. In both developed and developing economies, enterprises face a wide range of constraints that shape their performance trajectories and survival prospects. These constraints

---

\*Corresponding author.

are particularly pronounced in emerging urban economies such as Kigali City, Rwanda, where rapid economic transformation, market liberalisation, and urbanisation have created both opportunities and pressures for businesses [1]. Among the most significant challenges faced by enterprises are financial and non-financial limitations, which often interact in complex ways to influence overall business outcomes. Understanding the nature, causes, and impacts of these limitations is essential for fostering resilient businesses and supporting broader economic development goals. Financial limitations remain one of the most critical obstacles confronting businesses [2]. Many enterprises struggle to maintain adequate liquidity, which hinders their ability to meet short-term obligations, such as paying suppliers, employees, and utility bills. Liquidity challenges are often linked to irregular cash flows, delayed customer payments, and limited access to external financing. In Kigali City, small and medium-sized enterprises frequently operate with narrow financial margins and depend heavily on daily or weekly revenues to sustain operations [3]. Any disruption in sales or an increase in operating costs can therefore create immediate financial stress.

Declining profitability margins further compound these difficulties, particularly in sectors characterised by intense competition, rising input prices, and limited pricing power. Businesses may generate revenue but fail to achieve sufficient profit to reinvest, expand, or build financial reserves, leaving them vulnerable to shocks. Ineffective cash flow management is another pervasive financial limitation. Even profitable businesses can face serious difficulties if cash inflows and outflows are not carefully planned and monitored. Poor financial planning, inadequate budgeting skills, and poor record-keeping practices contribute to weak cash flow management. In many cases, business owners rely on informal methods to track income and expenses, which limits their ability to make informed financial decisions. These weaknesses are particularly evident among small enterprises where owners often manage finances themselves without formal training in accounting or financial management [4]. As a result, businesses may struggle to identify cost-saving opportunities, manage debt responsibly, or assess the financial feasibility of growth initiatives. Beyond financial constraints, businesses also face a range of managerial and operational limitations that significantly affect performance. Poor management practices are a common challenge, especially in owner-managed enterprises that lack professional management structures. Decision-making may be centralised, intuitive, and reactive rather than strategic and data-driven. This can lead to inefficient resource allocation, weak internal controls, and an inability to respond effectively to market changes [5]. Inadequate leadership skills can also undermine employee motivation, productivity, and retention, further constraining business growth.

In Kigali City, where many enterprises are relatively young and entrepreneurial, managerial capacity remains a key determinant of success or failure [6]. Marketing limitations represent another critical barrier to business growth and competitiveness. Many businesses struggle to design and implement effective marketing strategies that attract and retain customers [7]. Limited market research, weak branding, and insufficient promotion reduce visibility and market reach. In an increasingly digital economy, businesses that fail to adopt modern marketing tools, such as social media, online platforms, and customer relationship management systems, may lose their competitive advantage. In Kigali's evolving business environment, consumer preferences are changing rapidly, and enterprises that do not adapt their marketing approaches risk declining sales and reduced customer loyalty. Inadequate marketing not only affects revenue generation but also has direct implications for financial performance, reinforcing liquidity and profitability challenges [8]. Operational inefficiencies further constrain business performance and sustainability. These inefficiencies may arise from outdated production methods, poor supply chain management, inadequate infrastructure, or limited use of technology. Inefficient operations increase costs, reduce productivity, and limit businesses' ability to scale up. In Kigali City, while infrastructure development has improved significantly in recent years, some businesses still face challenges related to logistics, energy reliability, and access to appropriate business premises [9]. For small enterprises with limited capital, investing in modern equipment or technology can be difficult, perpetuating inefficiencies and reducing competitiveness. A lack of innovation and limited capacity to adapt to changing market conditions also represent significant non-financial limitations.

Innovation is essential for businesses to differentiate their products or services, respond to customer needs, and remain relevant in dynamic markets. However, many enterprises lack the skills, resources, or incentives to innovate. Risk aversion, limited access to information, and weak linkages with research institutions or support organisations constrain innovation efforts. In Kigali City, where economic diversification and private-sector development are national priorities, businesses' ability to innovate is critical to achieving sustainable growth. Enterprises that fail to adapt to technological advancements, regulatory changes, or shifting consumer demands are more likely to stagnate or exit the market. These financial and non-financial limitations rarely occur in isolation. Instead, they are interconnected and mutually reinforcing, creating complex challenges for businesses [10]. Limited access to finance, for example, can restrict a firm's ability to invest in skilled management, modern equipment, or effective marketing. At the same time, weak managerial skills can undermine financial performance by leading to poor budgeting, inefficient operations, and unprofitable strategic decisions. Inadequate marketing strategies can reduce sales and cash inflows, exacerbating liquidity problems and limiting the capacity to service debt or reinvest profits. This interconnectedness highlights the importance of adopting a holistic perspective when analysing business constraints and designing interventions [11]. In the context of Kigali City, these challenges are particularly relevant for small and medium-sized enterprises, which constitute a significant portion of the urban economy and play a vital role in job creation and income

generation. SMEs often operate in highly competitive markets with limited resources and are more vulnerable to external shocks, such as economic downturns, policy changes, or supply chain disruptions.

While Rwanda has made notable progress in improving the business environment through regulatory reforms and infrastructure investment, many enterprises continue to struggle with internal constraints that hinder their ability to fully benefit from these improvements. This research analyses the interconnected financial and managerial constraints that hinder business growth and sustainability in Kigali City, Rwanda. By adopting a mixed-methods approach that combines quantitative survey data with qualitative insights from semi-structured interviews, the study seeks to capture both the breadth and depth of business challenges. Quantitative data provide an overview of the prevalence and severity of different limitations across a range of enterprises. At the same time, qualitative interviews offer deeper insights into the experiences, perceptions, and strategies of business owners and managers. This approach allows for a more comprehensive understanding of how financial and non-financial constraints interact within Kigali's specific economic and institutional context [12]. The study examines key factors such as access to finance, liquidity management, profitability, managerial skills, marketing practices, operational efficiency, and innovation capacity. It explores how these factors interact and shape overall business performance. For instance, the research examines how limited access to formal financial services, combined with weak financial literacy and managerial capacity, constrains growth. It also examines how inadequate marketing strategies affect revenue generation and financial stability, and how operational inefficiencies contribute to rising costs and declining competitiveness. By analysing these interrelationships, the study moves beyond fragmented analyses and provides a more integrated understanding of business limitations [13].

The findings of this research are intended to generate practical recommendations for multiple stakeholders. For businesses, the study highlights the importance of strengthening managerial and financial skills, adopting strategic planning practices, and investing in marketing and innovation. Improved internal capacities can help enterprises better manage financial resources, respond to market opportunities, and build resilience against external shocks [14]. For policymakers, the research underscores the need for supportive policies that address both financial and non-financial constraints, such as improving access to affordable finance, expanding business development services, and promoting entrepreneurship training. Support organisations, including financial institutions, business associations, and development agencies, can use the findings to design targeted programs that address the specific needs of enterprises in Kigali City. Ultimately, addressing the interconnected limitations faced by businesses is essential for promoting sustainable growth and inclusive economic development in Rwanda. Strong and resilient enterprises contribute to employment creation, income generation, and innovation, which are central to national development objectives. By providing empirical insights into the complex challenges businesses face in Kigali City, this research contributes to a deeper understanding of enterprise development in urban African contexts. It also offers a foundation for developing integrated strategies that enhance business performance, strengthen competitiveness, and support long-term economic transformation [14].

### **1.1. Objective**

A Study of the impacts of financial businesses' limitations. A Case study: Kigali city – RWANDA.

### **1.2. Justification of Study**

This study is justified by the critical need to understand and address the interconnected financial businesses hindering the growth and sustainability of businesses in Kigali City, Rwanda. While existing research acknowledges these challenges, there is a gap in comprehensive, context-specific analyses that explore the interplay between these limitations and their underlying impacts within Kigali's unique business environment [15]. This research aims to fill this gap by providing in-depth insights into the specific financial constraints faced by businesses in Kigali, including liquidity, access to finance, managerial skills, marketing strategies, and operational efficiency.

### **1.3. Scope of Study**

This study focuses specifically on analysing the impacts of financial businesses on businesses operating within Kigali City, Rwanda. The research will delve into the interconnected nature of these limitations, examining how challenges in areas such as access to finance, financial business management, managerial skills, marketing, and operations interact and influence one another. The scope includes identifying the underlying factors contributing to these limitations, both internal to the businesses themselves (entrepreneurial orientation, managerial capacity) and external within the business environment (access to business development services, regulatory framework) [16]. While the study aims to provide insights relevant to a range of businesses, it may focus on specific sectors of Kigali's economy to enable a more in-depth analysis [17]. The geographical scope is limited to Kigali City, and the research will primarily utilise data collected from businesses operating within this area.

## 1.4. State of the Art

This research on financial businesses, particularly SMEs, reveals several key trends and areas of focus. Globally, there's a growing recognition of the interconnectedness of these limitations, moving beyond studies that examine them in isolation. Research increasingly emphasises the interplay between internal factors, such as managerial skills, entrepreneurial orientation, and access to resources, and external factors, such as the institutional environment, access to finance, and market conditions, in shaping business performance. In developing economies, the focus is shifting towards understanding the specific challenges faced by SMEs, driven by factors such as informality, limited access to formal financial institutions and business systems, and institutional voids. Studies often highlight the importance of access to business development services, entrepreneurial training, and a supportive regulatory framework in fostering SME growth [18]. Furthermore, there's a growing interest in the role of dynamic capabilities, the ability of firms to adapt and reconfigure their resources in response to changing environments, in achieving sustainable competitive advantage. Methodologically, researchers are increasingly employing mixed-methods approaches to capture the complexity of these issues, combining quantitative surveys with qualitative interviews to gain richer insights.

## 2. Materials and Methods

It outlines the research design, target population, sampling strategy, data collection instruments, and data analysis techniques used to address the research objectives.

### 2.1. Requirement Analysis and Materials

This subsection details the preliminary steps taken to define the research needs and the resources required for the study. It justifies the chosen methodologies and explains the rationale for selecting specific tools and materials.

#### 2.1.1. Research Design

This study adopts a mixed-methods approach, combining quantitative and qualitative data collection and analysis. This approach is chosen because it allows for a more comprehensive and nuanced understanding of the research problem. Quantitative data provides a broad overview of the prevalence and correlation of financial businesses [19]. In contrast, qualitative data offers in-depth insights into the underlying impacts and contextual factors contributing to these challenges. This triangulation of data enhances the validity and reliability of the findings.

#### 2.1.2. Target Population

The target population for this study comprises all registered Small and Medium Enterprises (SMEs) in Kigali City, as well as all service-sector businesses in Kigali City with more than 10 employees. A clear definition of the target population is crucial for ensuring the generalizability of the research findings.

#### 2.1.3. Sampling Strategy

A sampling method, stratified random sampling, purposive sampling, and convenience sampling. A strategy was employed to select a representative sample from the target population. The rationale for choosing this sampling method. For instance, if using stratified random sampling, describe the strata used by sector, size and age of business. If using purposive sampling, justify the selection criteria for specific businesses [20]. The sample size was determined using a sample size calculation method, power analysis, the desired level of confidence and margin of error, or other appropriate methods.

#### 2.1.4. Data Collection Instruments

The study will utilise two primary data collection instruments:

- **Structured Questionnaires:** These were used to collect quantitative data on various aspects of business operations, financial business performance, and perceived challenges. The questionnaire included sections on the following key areas: business demographics, financial indicators, non-financial indicators, and business performance indicators. Likert scales and other quantifiable measures were used to assess the severity of financial businesses.
- **Semi-structured Interviews:** These were used to gather in-depth qualitative data on the underlying impacts of business constraints and the perspectives of business owners and managers. An interview guide with open-ended questions was used to explore key themes in the interviews, challenges faced by businesses, coping strategies, access to resources, and perceptions of the business environment.

### 2.1.5. Data Analysis Techniques

The collected data were analysed using both quantitative and qualitative techniques:

- **Quantitative Data Analysis:** Descriptive statistics (frequencies, means, and standard deviations) were used to summarise the data. Correlation analysis was employed to examine the relationships between financial businesses. Regression analysis was used to explore the effects of underlying factors on business limitations and the impact of these limitations on business performance.
- **Qualitative Data Analysis:** Thematic analysis was used to analyse the interview transcripts. This will involve the steps of the thematic analysis process, e.g., transcribing interviews, coding transcripts, identifying recurring themes, developing categories, and interpreting the findings.

### 3. Research Design

The study of the impacts of financial businesses' limitations. A Case study of Kigali city, RWANDA, is displayed in Table 1.

**Table 1:** Used methodology for the study

Objectives	Hypotheses	Methodology	Statistics
To identify the key financial business limitations faced by businesses in Kigali	Kigali's businesses exhibit significant financial constraints, particularly in access to finance, cash flow management, and profitability.	Quantitative: Survey using structured questionnaires	Descriptive statistics (frequencies, percentages, means, standard deviations)
To identify the key challenges faced by businesses in Kigali	Kigali's businesses are facing significant challenges, particularly in managerial skills, marketing strategies, and operational efficiency	Quantitative: Survey using structured questionnaires	Descriptive statistics (frequencies, percentages, means, standard deviations)
To examine the interconnectedness of financial businesses	Financial businesses are interconnected and positively correlated, creating a cycle of challenges	Quantitative: Correlation analysis	Pearson's correlation coefficient
To investigate the underlying impacts of financial businesses	The financial businesses in Kigali are influenced by internal factors such as managerial capacity and entrepreneurial orientation, as well as external factors such as access to business development services	Mixed-methods: Quantitative survey and qualitative semi-structured interviews	Quantitative: Regression analysis. Qualitative: Thematic analysis
To assess the impact of financial businesses' performance	Financial businesses harm key business performance indicators, such as specified indicators, revenue growth, and market share	Quantitative: Regression analysis	Regression coefficients

### 4. Presentation of the Study Area

Kigali City, the capital of Rwanda, serves as the study area for this research due to its unique position as the country's economic and commercial hub. Kigali is a rapidly developing city experiencing significant growth in its business sector, particularly among Small and Medium Enterprises (SMEs), which play a crucial role in the city's economy. The city's dynamic business environment, marked by both opportunities and challenges, makes it an ideal setting for investigating the factors that influence business performance. Furthermore, as the centre of Rwanda's political and administrative functions, Kigali is home to many business support organisations and government agencies, making it a critical location for understanding the interplay among policy, support services, and business performance.

#### 4.1. Sampling Methods and Techniques

The sampling methods and techniques employed in this study ensured a diverse, representative sample, including individuals from various stakeholder groups in Kigali's business sector. By combining stratified and random sampling, the study captured different perspectives on the relationship between financial businesses' performance, thereby contributing to a deeper understanding of how capital structure influences financial businesses' imitation in Rwanda.

## 4.2. Population of the Study

The population of this study consisted of stakeholders in the financial businesses. The study aimed to capture perspectives from various categories of individuals and institutions that regularly interact with financial businesses. The ideal participants to assess the impact and feasibility of adopting financial business evaluation are the population (100) listed in Table 2.

**Table 2:** Research population

Financial Businesses Employees	Investors	Customers	Regulatory Authorities	Total
20	40	20	20	100

### 4.2.1. Sampling Techniques

The sample size was calculated based on the total population of financial businesses in Kigali, with a 95% confidence level and a 5% margin of error. This combination of methods captured various perspectives and experiences, providing actionable insights into the Study of financial businesses in Rwanda. A Case Study of Kigali City (Table 3).

**Table 3:** Sample of study

Business Employees	Investors	Customers	Regulatory Authorities	Total
10	20	10	10	50

### 4.3. Sample Size

The sample size will be determined based on the overall population of financial businesses in Kigali. A minimum sample size of 50 participants will be targeted to provide a statistically significant basis for analysis. This sample was included approximately:

- 10 financial businesses employees
- 20 investors
- 10 customers
- 10 regulatory authorities

### 4.4. Criteria of Participants' Selection

The study aimed to examine the financial businesses in Kigali. Participants were chosen based on their knowledge and experience in the financial businesses sector, their role in the organisation, their investment in Rwandan financial businesses, their experience with business services, and their understanding of financial businesses regulations. The participants were selected based on their relevance to capital structure, their experience in the enterprise sector, their role in the organisation, their investment in Rwandan financial businesses, their relationship with analysis, and their diverse customer segments.

### 4.5. Data Collection Techniques and Instruments

The study employed both qualitative and quantitative methods, including surveys, interviews, and focus groups, to gather data on program awareness, accessibility, and the perceived effectiveness of financial business imitation.

### 4.6. Type of Data and Techniques of Data Collection

Table 4 shows the data type and the data collection techniques.

**Table 4:** The type of data and techniques of data collection

Activities	Techniques	Instruments
Survey	Questionnaires	Online surveys using Google Forms
	Interviews	Structured interviews
	Focus groups	Group discussions with predefined questions
Observation	Direct observation	Observing participants' interactions with the system
	Video recording	Recording driving sessions to analyse behaviour

	Field notes	Written notes on observed behaviours and system usage
Data Analytics	Data mining	Analysing large datasets to identify patterns and trends
	Statistical analysis	Applying statistical tests to quantify system performance
	Machine learning algorithms	Developing predictive models based on historical data
Interviews with Experts	Expert consultation	Interviewing engineers, designers, or policymakers
	Stakeholder interviews	Engaging with stakeholders to gather insights

#### 4.7. Field Survey

The field survey was conducted to understand the financial services industry in Kigali, Rwanda. The survey aimed to gather insights from stakeholders, including employees of financial businesses, investors, customers, and regulatory authorities, on the impact of financial businesses' imitation. The survey used a combination of structured questionnaires, interviews, and observations to collect both quantitative and qualitative data. The survey targeted 200 respondents, including employees of financial businesses, investors, and customers.

#### 4.8. Data Analysis Techniques

##### 4.8.1. Interviews

This study aimed to explore the financial sector in Rwanda. Two types of interviews were conducted: structured and semi-structured. Structured interviews focused on key areas, including the limitations of financial businesses, decision-making processes for debt-to-equity ratios, and business performance measurement and evaluation within financial businesses. Semi-structured interviews allowed for a more flexible approach. The interviews generated rich qualitative data, which were analysed using qualitative analysis techniques.

##### 4.9. Documentary Review

This study focuses on understanding the financial businesses in Rwanda, with a specific emphasis on Kigali City. The documentary review utilised various sources, including financial statements, business reports, regulatory documents, research papers, industry reports, and government publications. The analysis process involved comparative analysis, content analysis, and regulatory compliance assessment.

##### 4.10. Data Collection Instruments

For the study, the link limitations of Rwandan financial businesses were investigated. It used questionnaires, interviews, and a documentary review to gather data from various stakeholders. The interviews explored topics such as the impact of leverage on profitability, the regulatory environment, and the challenges enterprises face. The documentary review analysed secondary data sources to provide a comprehensive assessment of the impact of capital markets on the performance of financial businesses.

### 5. Results and Discussion

The study explores the challenges faced by businesses in Kigali City, Rwanda, focusing on financial businesses that hinder growth and sustainability. The research uses a mixed-methods approach, revealing a complex interplay of internal and external factors. Key financial business limitations, limited access to finance, and liquidity problems are prevalent, while ineffective marketing strategies and managerial skill deficiencies contribute to a cycle of disadvantage:

- **Strength:** The research uses a mixed-methods approach, combining quantitative survey data with qualitative interviews, to understand business limitations in Kigali City, Rwanda. It focuses on interconnected financial businesses, providing a realistic perspective. The study's rigorous sampling strategy enhances validity and reliability, offering practical recommendations for businesses and policymakers.
- **Opportunities:** The study aims to deepen the understanding of financial businesses, particularly SMEs in developing economies. It can refine theoretical frameworks and explore their applicability in Kigali, Rwanda. The research can inform policy decisions and design business support programs, guiding policymakers in addressing specific needs. The findings can also be useful for business owners and managers and can stimulate further research on technology and innovation to address business limitations.
- **Limitations:** The study on business challenges in Kigali City, Rwanda, has limitations, including its context-specific nature, potential bias, limited sample size, cross-sectional design, and inability to capture long-term impacts. It also

lacks access to financial businesses' data, particularly from SMEs, and may not fully capture the perspectives of other stakeholders, such as employees, customers, or suppliers.

## 6. Conclusion and Recommendations

The analysis shows that companies in Kigali face significant financial problems that hinder their performance and growth. Companies can't invest in new technologies, grow their businesses, or adapt to market needs because they can't get cheap loans, borrowing costs are too high, and lending rules are too strict. These financial problems are typically exacerbated by a lack of managerial skills, poor planning, and limited exposure to modern business techniques, further undermining overall firm performance. To address these problems, companies need to focus on internal improvements by strengthening management and leadership, applying sound financial management practices, and refining strategic planning. Business owners and managers can make better choices, use their resources more effectively, and manage risks more effectively through ongoing training and capacity-building initiatives. Businesses can also focus more on effective marketing tactics to attract more customers, build stronger relationships, and reach more people in their area and region. Using contemporary technologies, optimising processes, and implementing quality control systems can help businesses run more efficiently, saving money and boosting productivity. Innovation should also be promoted, as it helps companies develop new products, improve existing ones, and stay competitive in a business world that is always changing. In addition to what companies do, other players, such as government agencies, financial institutions, and development partners, are also very important in improving the business environment. Making it easier for businesses to obtain loans by offering customised financial solutions, supportive regulations, and improved infrastructure can help them grow and stay in business. To improve business performance and encourage long-term economic growth in Kigali, it is important to take a coordinated approach that combines internal business changes with support from outside policies and institutions.

### List of Abbreviations

- **IST:** Institut Supérieur de Technologies
- **BP:** Business Performance
- **SMEs:** Small and Medium-Sized Enterprises
- **UC:** Underlying Impacts
- **NFW:** Non-Financial Weaknesses
- **FW:** Financial Businesses Limitations
- **RBV:** Resource-Based View
- **BDS:** Business Development Services
- **R&D:** Research and Development

**Acknowledgement:** The authors gratefully acknowledge the academic support and research facilities provided by Institut Supérieur de Technologies, University of Birmingham, and Dhaanish Ahmed College of Engineering. Their encouragement and resources were instrumental in the successful completion of this work.

**Data Availability Statement:** The datasets generated and analyzed during this study are available from the corresponding authors upon reasonable request.

**Funding Statement:** None.

**Conflicts of Interest Statement:** The authors declare no conflict of interest.

**Ethics and Consent Statement:** This study was conducted in accordance with established ethical standards and guidelines. Informed consent was obtained from all participants before their involvement, and confidentiality and anonymity were strictly maintained throughout the research process. Participation was voluntary, and no personal identifying information was disclosed.

### References

1. A. Dadashev, N. Glovatskaia, S. Lazurenko, and A. Neshitov, "The Effectiveness of Support for Small Business," *Problems of Economic Transition*, vol. 45, no. 11, pp. 69-83, 2014.
2. C. M. Van Praag, "The Survival of New Firms," *Edward Elgar Publishing*, Cheltenham, United Kingdom, 2002.

3. D. D. Bradlow and A. N. Fourie, "The Operational Policies of the World Bank and the International Finance Corporation: Creating Law-making and Law-governed Institutions?" *International Organizations Law Review*, vol. 10, no. 1, pp. 3-80, 2013.
4. D. F. Kuratko, "Entrepreneurship: Theory, Process, and Practice," *Cengage Learning*, Boston, Massachusetts, United States of America, 2017.
5. D. J. Storey, "Understanding the Small Firm Sector," *Routledge*, London, United Kingdom, 1994.
6. D. Worrell, "The Entrepreneur's Guide to Financial Statements," *Bloomsbury Publishing*, New York, United States of America, 2014.
7. G. G. Meredith, R. E. Nelson, and P. A. Neck, "The Practice of Entrepreneurship," *International Labour Office*, Geneva, Switzerland, 1982.
8. J. Abor and P. Quartey, "Issues in SME development in Ghana and South Africa," *International Research Journal of Finance and Economic*, vol. 39, no. 6, pp. 215-228, 2010.
9. J. Berg, H. Achkar, S. El, R. Horne, S. Kuhn, H. Liepmann, and C. Pignatti, "World Employment and Social Outlook: Trends 2021," *International Labour Organization*, 2021. Available: [https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms\\_795453.pdf](https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_795453.pdf) [Accessed by 15/09/2024].
10. M. Freel and I. Gordon, "On the consequences of firm growth," *Int Small Bus J.*, vol. 40, no. 6, pp. 684-709, 2022.
11. M. Hallward-Driemeier, "Doing Business in Rwanda," *World Bank*, 2011. Available: <https://archive.doingbusiness.org/en/data/exploreconomies/rwanda> [Accessed by 22/09/2024].
12. M. R. Rumasukun and M. Y. Noch, "Strengthening Communities through SME Development: A Qualitative Analysis of Management Strategies," *Golden Ratio of Community Services and Dedication*, vol. 3, no. 2, pp. 59-68, 2023.
13. Organisation for Economic Co-operation and Development (OECD), "Financing SMEs: OECD Policy Recommendations," *OECD Publishing*, Paris, France, 2024.
14. P. C. Rwigema, "Portrait of Developing Economy: Rwanda Perspective," *The Strategic Journal of Business & Change Management*, vol. 8, no. 3, pp. 637-680, 2021.
15. P. F. Drucker, "Innovation and Entrepreneurship," 1st ed. *Routledge*, London, United Kingdom, 2014.
16. P. Phan and C. Chambers, "Advancing Theory in Entrepreneurship from the Lens of Operations Management," *Production and Operations Management*, vol. 22, no. 6, pp. 1423-1428, 2013.
17. T. Beck, A. Demirgüç-Kunt, L. Laeven, and R. Levine, "Finance, firm size, and growth," *Journal of Money, Credit and Banking*, vol. 40, no. 7, pp. 1379-1405, 2008.
18. United Nations Conference on Trade and Development (UNCTAD), "Economic Development in Africa Report 2024," *UNCTAD*, Geneva, Switzerland, 2024.
19. United Nations Development Programme (UNDP), "Human Development Report 2025," *UNDP*, New York, United States of America, 2025.
20. World Bank, "Rwanda Economic Update 2025," *World Bank*, 2025. Available: <https://documents1.worldbank.org/curated/en/099033125153512481/pdf/P500916-e2a11324-061c-4e0b-99e2-14ea4948970f.pdf> [Accessed by 17/10/2025].