

**STRATEGIC PLANNING AND THE SUCCESS OF SMALL AND MEDIUM
ENTERPRISES
A CASE STUDY OF ADARWA, GASABO DISTRICT-KIGALI CITY, RWANDA**

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ABSTRACT

The purpose of this research was to assess strategic planning and success of small and medium enterprises in Rwanda and was carried out in small and medium enterprises under ADARWA cooperative found in Gisozi Gasabo district with the following objectives; to identify strategic plans made by small and medium enterprises under ADARWA, to find the factors that are necessary for the success of small and medium enterprises under ADARWA and to identify the contribution of strategic planning on the success of Small and Medium Enterprises under ADARWA. The researcher reviewed literature related to strategic planning in small and medium enterprises, factors necessary for the success of small and medium enterprise and the contribution of strategic planning on small and medium enterprises. The researcher presented a critical review of existing literature on the contribution of strategic planning on the success of small and medium businesses. The research design was descriptive and analytical based on qualitative and quantitative data while the population was 150 owners of small businesses under ADARWA and the sample size of the research was 109 members selected using both simple random sampling and purposive sampling techniques. Data collection tools were questionnaires and interview guide for primary data while documentary review was used for secondary data. The collected data was presented using tables and figures while frequencies and percentages were used for secondary data. The researcher established that strategic planning process is carried out in ADRAWA and it involves having a view of the mission statement, objectives and vision of the business. SME"s under ADARWA carry out effective strategic plans that are necessary to effect success.. The researcher concluded that the benefits of strategic planning in small and medium business under ADARWA are attainment of the desired objectives, improved market share, improved competitiveness, increased performance, high level of sales and that there is a positive relationship between strategic planning and competitiveness of Small and medium enterprises under ADARWA. The researcher recommended that Strategic planning in small and medium businesses should always be focused to the future so as to determine the best strategies that can facilitate their success.