



INNOVATIVE STRATEGIES REQUIRED BY SMALL AND MEDIUM SCALE ENTERPRISES FOR EFFECTIVE MANAGEMENT OPERATIONS AND NATIONAL DEVELOPMENT IN ENUGU STATE

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Abstract

The study was aimed at determining the innovative strategies required by small and medium scale enterprises for effective management operations and national development in Enugu State, Nigeria. Three research questions guided the study while three null hypotheses were tested at $p \leq 0.05$ level of significance. Descriptive survey research design was adopted for the study. The population for the study consisted of the entire 134 registered small and medium scale businesses operators in Enugu State. The instrument for data collection for the study was a 36 item structured questionnaire titled: Innovative Strategies Required by Small and Medium Scale Business for Effective Management Operations and National Development Questionnaire (ISRMSBEMONDQ). The reliability of the instrument was ascertained using Cronbach Alpha reliability method. The data collected were analyzed using mean and standard deviation for answering the research questions while t-test was used for testing the null hypotheses. The study found out that core business strategies included making the business mobile and digital in nature, improving the distributional systems of the business among others. The study also identified extension business strategies to include: rebranding of the business product/services, seeking for new advertising methods for the business product/services among others. Similarly the study found out that setting of outrageous goals to be achieved in business organizations, maintaining a sound product value chains in procurement, design, manufacturing, marketing and distribution, dematerializing of business products, are reinvention strategies required among others. The result of hypotheses showed no significant difference in the mean ratings of the business operators in the three categories of gender, location and experience. The study recommended that small and medium scale businesses in Enugu State should as a matter of urgency reposition the value of their businesses in order to ensure its financial viability and solvency. SMEs should from time to time rebrand their products/services. They should engage in extensive public relations and make use of different social media for their business activities. They should maintain sound product value chain, procurement, design, manufacturing, marketing and distribution, and at the same time dematerialize their business products among others.

Keywords: Innovation, Strategies, Innovative Strategies, Small and Medium Scale Enterprises, National Development.

Introduction

In the present global and competitive environment, entrepreneurs/operators of small scale businesses are trying to satisfy their customers' needs in innovative ways. As businesses evolve, innovation becomes increasingly important for companies/business organizations to survive. The global economy requires that business organizations generate an unending stream of new products, systems, technologies and services. The new paradigm is, "The fast eat the slow. When the going gets tough, the tough innovates". It is said that when things slow down, that is when true winners emerge. New winners always beat the competition by creating new things or something unique. Essentially when one talks about innovation, one is



talking about change, and this change can take several forms. Thus, innovation is a positive, constructive, and productive change. Change is inevitable so as to maintain a competitive advantage in the face of constantly changing demographics, technologies and globalization trend (Siltala, 2010).

Scores of definitions have been offered for innovation, each seeming to grow larger. Edison, Ali, & Torkar (2013) defined innovation as encompassing the entire process, starting from a kernel of an idea continuing through all the steps to reach a marketable product that changes the economy. Innovation can therefore be seen as the process that renews something that exists and not, as is commonly assumed, the introduction of something new. According to Anthony, Johnson, Sinfield, and Altman (2008), the central meaning of innovation thus relates to renewal. For this renewal to take place it is necessary for people - entrepreneur/business operators to change the way they make decisions. Business operators must choose to do things differently, make choices outside of their norm. Innovation, like many business functions, is a management process that requires specific tools, rules, and discipline (Iansiti, Lakhani, Karim, 2017). From this point of view, emphasis is moved from the introduction of specific novel useful ideas to the general organizational processes and procedures for generating, considering, and acting on such insights leading to significant organizational improvements in terms of improved or new business products, service, or internal processes (Salge, & Vera, 2009)^A. Successful business owners continually innovate with regard to internal systems and process in order to create and sustain a source of competitive advantage (Salge, & Vera, 2012)^B. For any innovation to exist and survive in business organizations, adequate strategies must be put in place.

Strategy, which is a fundamental management tool in any organization, be it small and medium scale business is a multi dimensional concept that various authors have defined in different ways. It is the match between organizations resources, skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish. According to Pearce and Robinson (2007), strategy is seen as the company's 'game plan' which results in future oriented plans interacting with the competitive environment to achieve the company's objectives. Freedman (2013) also defined strategy as a pattern or a plan that integrates organization's major goals, policies and actions into a cohesive whole. Wilson (2012) opined strategy as a creation of a unique and vulnerable position of tradeoffs in competing, involving a set of activities that neatly fit together, that are simply consistent, reinforce each other and ensure optimization of effort. According to Ghemawat, & Pankaj (2002), strategy is viewed as the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a changing environment and fulfills stakeholder's expectations. Kiechel (2010) viewed strategy in terms of market and product choices. According to the author, strategy is the common thread among an organization's activities and the market. The term strategy means a well-planned, deliberate and overall of action to achieve specific objection. According to Rumelt (2011)) strategy is the determination of the basic long term goals and objectives of an enterprises and the adoption of courses of action and allocation of resource necessary to carry out these objectives. A strategy is a long term plan of action designed to achieve a particular goal, most often winning (Kvint,



2009)). When the long term planned goal of any business organization is achieved either by introduction of new product/services or by renewing/recreating the existing ones, we can confidently said that innovative strategies has taken place.

Innovation strategy is therefore, been defined as a plan made by an organization to encourage advancements in technology or service usually by investing in research and development activities (Adam, 2017)It is the basic driving force behind entrepreneurship and the creation of small, small and medium scale and even big/large businesses. Innovation strategies can be classed as proactive, active, reactive and passive (Dodgson, Mark, Gann, David and Salter, 2008).

In the opinion of Hamel (2002), innovation strategy can be incremental or radical.The arena for innovation strategy could be an existing business, and at times, could even result in a totally new business being created within the organization.When an individual comes up with an idea that has not previously been explored; or a niche that larger businesses have not been able to exploit, and he or she having the necessary skills and competency can turn that idea into a successful venture (Flora Richards-Gustafson, 2016).Ideas are the fuel that keeps especially small and medium scale businesses fires blazing.Though, innovative strategy still remains a necessary step for small and medium scale business together with their entrepreneurs/operators to succeed in many instances.Moreover, entrepreneurs cannot afford to stop innovating once they have established a successful business.Small, small and medium scale entrepreneurial firms have the ability to innovate and adapt at a higher rate than large firms (Coleman, 2000).Innovation applies not only new business and product ideas but also to the internal workings of a company.Successful business owners' especially small and medium scale business operators continually innovate with regards to internal systems and processes in order to create and sustain a source of competitive advantage.

Though, what is considered a small business in one economy may be regarded as a medium or large-scale business in another?A business, whether small or big, simple or complex, private or public is created to provide competitive prices in an economy. Business in Nigeria has been classified as small, medium and large (Ayozie, Oborch, Umukoro & Ayozie, 2013). Though, in the context of this study, attention will be paid much on the small and medium scale enterprises in Nigeria, but Enugu State in particular. In both the developed and developing countries, the government is turning to small and medium scale enterprises as a means of economic development and a veritable means of solving societal problems. Small and medium scale enterprises (SMEs) as opined by National Council of Industries (NCI, 2004) is referred to as business enterprise whose total costs, excluding land, is not more than two hundred million Naira (₦200,000 000. 00) only.

Kalanje (2002), Osuala (2004), and World Business Council for Sustainable Development (WBCSD, 2007) are in agreement that there is no universally accepted definition of SMEs. However, the authors are of the view that the term SME covers a wide range of definitions and measures, varying from country to country and between the sources reporting SME statistics. The Association of Nigerian Development Finance Institutions (ANDFI, 2004) stated that some of the commonly used criteria in defining SMEs are the number of employees, value of assets, value and size of



capital. Among these, the most common definitional basis used by different authors is the number of employees because of ease of comparatively and ease of collecting information on them. Small and medium scale enterprises can be seen as a seedbed of innovations, inventions and employment. Presently in Nigeria, SMEs assist in promoting the growth of the country's economy, hence all the levels of government at different times have policies which promote the growth and sustenance of SMEs. Oni and Daniya (2012) asserted that small and medium scale enterprises constitute essential ingredients in the lubrication and development of any economy.

Small and medium scale enterprises are sub-sectors of the industrial sector which play crucial roles in industrial development (Ahmed, 2006). To the author, SMEs have better prospects for developing domestic economy, thereby generating the required goods and services that will propel the economy of Nigeria towards development. It is based on this premise that Ojo (2009) argued that one of the responses to the challenges of developing countries particularly, Nigeria, is the encouragement of entrepreneurial development scheme and SMEs.

According to allbusiness.com (2010), the abbreviation SMEs occurs commonly in the European Union and in international organizations such as World Bank, the United Nations and the World Trade organization. Small and medium scale enterprises play a pivotal role in the overall industrial economy of any country. In fact, it was estimated that in terms of value, the SME account for about 39% of the manufacturing output and about 33% of the total export of many countries (Oni & Daniya, 2012). Small and medium scale enterprises (SMEs) are generally regarded as the engine of economic growth and equitable development in developing economies that is having an even national development. National development according Okechukwu (2016), refers to the ability of a nation to improve the lives of its citizens. Measures of improvement may be material, such as an increase in the gross domestic product, or social, such as literacy rates and availability of healthcare. The goal of all national development is to improve the lives of the citizens in question within the context of a growing economy and an emphasis on the good of the community as a whole. SMEs are also perceived as the key to Nigeria's economic growth, poverty alleviation and employment generation (Agwu & Emeti, 2014).

Small and medium scale enterprise (SMEs) according to Akogu in Okanazu (2013), occupied a pride of place in virtually every country or state. Okanazu (2013) further maintains that because of the SMEs significant roles in the development and growth of various economies, SMEs have apathy been referred to as "the engine of growth" and "catalysts for socio-economic transformation of any country". However, the expression of small and medium scale business operator is widely applicable to private trading commercial or industrial enterprises characterized by small and medium investments, assets, operative in operations, output, sales, number of employees and scope (Dave, 2008). SME operators in the context of this work are owners or managers of a business. They are persons who are adept at accomplishing goals through shrewd or unscrupulous maneuvers. Some of these operators are male while some female, some are located in the rural area while others are in the urban area, some operators are experienced and innovate more during their business



operations while some still have less experience as a result of when they started the business.

Though, some of the innovative strategies to be discussed in this work include: core business strategy, extension business strategy, and reinvention business strategy. Core business strategies refers to the methods business organizations use to reach their objectives (Richards, 2017). An extension business strategy according to Rouse (2017) is a practice used to increase the market share for a given product or service and thus keep it in the maturity phase of the marketing product lifecycle rather than going into decline. Reinventing business Strategy is the first practical, systematic guide to creating an adaptive enterprise, showing how companies around the world are using the Strategic Learning approach to consistently out think, out maneuver, and out perform their competition Willie (2016). Reinventing Strategy will change the way managers of business organizations everywhere approach their greatest and most important challenge

Though, it seems that most of operators of small and medium scale businesses in Enugu State lack the innovative strategies in their business operation. This seems to affect the success and survival of their businesses. Many studies have uncovered a correlation between lack of innovative strategies and business failure. The small and medium scale businesses in Enugu State inability to compete with their counterparts across the global can be attributed to lack of innovation. Also the inability of these businesses to market their products on-line, change the quality and features of their products as at when due, exhibit efficient planning and proper financial management can also be link to lack of innovative strategy. There are also a sign of inadequate visibility to the global world among most of SMEs in Enugu. The inability of the SMEs in Enugu State to make use of current or recent technologies in business operations, continuous dependent on ancient business ideas and inability to respond quickly to the societal demands are all clear evidence of not making use of innovative strategies. Therefore, not only are innovative strategy important for small and medium scale business management, but they may also be critical to the survival of the business.

It is against this backdrop that the researcher set out to determine the innovative strategies required by small and medium scale business operators for effective management operations and national development in Enugu State, Nigeria,



Purpose of the study

The major purpose of the study was to determine the innovative strategies required by small and medium scale business for effective management operations and national development in Enugu State. Specifically, the study sought to determine:

1. The core business strategies required by small and medium scale business operators for effective management operations and national development.
2. The extension business strategies required by small and medium scale business operators for effective management operations and national development.
3. The reinvention business strategies required by small and medium scale business operators for effective management operations and national development.

Research Questions

Based on the specific purposes of the study, the following research questions guided the study:

1. What are the core business strategies required by small and medium scale business operators for effective management operations and national development?
2. What are the extension business strategies required by small and medium scale business operators for effective management operations and national development?
3. What are the reinvention business strategies required by small and medium scale business operators for effective management operations and national development?

Hypotheses

- H0₁:** There is no significant difference in the mean ratings of male and female operators on the core business strategies required by small and medium scale business operators for effective management operations and national development.
- H0₂:** There is no significant difference in the mean ratings of rural and urban operators on the extension business strategies required by small and medium scale business operators for effective management operations and national development.
- H0₃:** There is no significant difference in the mean ratings of the experienced and less experience operators on the reinvention business strategies required by small and medium scale business operators for effective management operations and national development.

Method

Three research questions guided the study and three hypotheses were tested at the probability level of 0.05. Descriptive survey research design was adopted for the study. Descriptive survey research design in the opinion of Owens (2002) is that in which the same information is gathered from an unbiased representative group of interest using questionnaire, interview and observation. Descriptive survey design was found suitable for this study because questionnaire was used to collect data from respondents on innovative strategies required by small and medium scale business



operators for effective management operations and national development in Enugu State. The population for the study consisted of the entire 134 registered small and medium scale businesses operators in Enugu State. These businesses were registered with Enugu State Ministry of Commerce and industry having met the SMEs criteria. Due to the relatively manageable size of the population, the entire population was involved in the study; therefore, there was no sampling.

The instrument for data collection was a 36 item structured questionnaire titled: Innovative Strategies Required by Small and Medium Scale Business for Effective Management Operations and National Development Questionnaire (ISRSMSBEMONDQ). The questionnaire was structured on a 4-point rating scale of Strongly Agreed (SA); Agreed (A); Disagreed (D); and Strongly Disagreed (SD) respectively. The instrument was face- validated by three experts from the Department of Business Education, University of Nigeria, Nsukka, Enugu State. For the purpose of establishing the internal consistency of the instrument, Cronbach Alpha reliability method was used. The reliability coefficient obtained was .76. Copies of the questionnaire were distributed by the researcher together with the three research assistants. The collection of the questionnaire was on the spot to avoid losing on transit. All the 134 copies of the questionnaire administered were retrieved representing 100% rate of return. The data collected were analysed using mean and standard deviation for answering the research questions while t-test was used for testing the null hypotheses at 0.05 level of significance. Boundary limit was utilized to answer the research questions follows: 3.50 - 4.00 (Strongly Agreed), 2.50 - 3.49 (Agreed), 1.50 - 2.49 (Disagreed) and 1.00 - 1.49 (Strongly Disagreed). The null hypothesis of no significant difference was accepted for items whose p-values were greater than 0.05 level of significance while hypothesis of no significant difference was rejected for items whose p-values were less than 0.05 level of significance.

Results

The results for this study were obtained based on the research questions answered and hypotheses tested. The results from research questions and hypotheses are presented in Tables 1, 2 and 3.

Research Question One

1. What are the core business strategies required by small and medium scale business operators for effective management operations and national development?

H₀₁: There is no significant difference in the mean ratings of male and female operators on the core business strategies required by small and medium scale business operators for effective management operations and national development.

The data for answering the first research question and testing the first null hypothesis are presented in table 1.



Table 1
Mean ratings and t-test of the responses of small and medium scale business operators in Enugu State on the core business strategies required by small and medium scale business operators for effective management operations and national development.(N 134)

S/N	Item Statements. The core business strategies required include:	\bar{X}	SD	Rem. RQ	P-Value	Remk.
1.	Making the business mobile and digital in nature	3.44	.87	A	.75	NS
2.	Improving the distributional system of the business	3.91	.77	SA	.69	NS
3.	Changing the operational system of the business	3.54	.72	SA	.58	NS
4.	Expanding geographically the location of the business	3.53	.67	SA	.74	NS
5.	Engaging in more cost-effective business venture	3.59	.91	SA	.88	NS
6.	Repositioning the value of the business organization	3.33	.92	A	.53	NS
7.	Repositioning the business product to attract more customers	3.14	.66	A	.34	NS
8.	Ensuring the financial viability and solvency of the business	3.51	.89	SA	.76	NS
9.	Improving business/operational efficiencies	3.56	.65	SA	.88	NS
10.	Returning the business to its core function as defined in the memorandum	3.84	.75	SA	.87	NS
11.	Maximizing and align the talent in business with new structure and culture	3.77	.54	SA	.74	NS
12.	Connect with customers personally and listen to their feedbacks	3.86	.77	SA	.56	NS
13.	Improving service / products provided to customers	3.56	.54	SA	.52	NS
14.	Maximizing social impact and contribution to national development	3.77	.82	SA	.31	NS
15.	Providing customized experiences, product, and services to individual customers	3.50	.57	SA	.78	NS
16.	Rewarding loyal customers and earn positive reviews from consumers	3.84	.69	SA	.75	NS
17.	Offering entertainment to spread brand awareness, attract new customer and retain customer	3.57	.87	SA	.67	NS
18.	Going back to the basic of the business	3.51	.56	SA	.41	NS
	Overall	3.59	.73	SA	.65	NS

Note: \bar{X} = Mean; **O** = Overall; **SA** = Strongly Agreed; **A** = Agreed; **N** = No of Respondents; **S*** = Significant; **NS** = Not Significant; Sig. at 0.05



Data presented in Table 1 show that the mean ratings of the responses of the respondents on 15 out of the 18 items in the Table ranged from 3.50 - 3.91 which are within the boundary limit of 3.50-4.00 on 4-point rating scale. This indicates that the small and medium scale business operators strongly agreed that the fifteen identified items are the core business strategies required by small and medium scale business operators for effective management operations and national development in Enugu State. Furthermore, data in the Table show that the mean ratings on items 1, 6, and 7 are 3.44, 3.33, and 3.14 respectively which were within the boundary limit of 2.50-3.49 on 4-point rating scale. By this finding, the business operators agreed that the remaining three items in the Table are also core business strategies required by small and medium scale business operators for effective management operations and national development in Enugu State.

Also, the data presented in Table 1 on the first hypothesis show that the p-values of the entire 18 items in the Table ranged between .31 to .88 which are in each case greater than 0.05 level of significance. This indicates that there are no significant differences in the mean ratings of the responses of male and female lecturers on the core business strategies required by small and medium scale business operators for effective management operations and national development in Enugu State. Therefore, the null hypothesis of no significant difference is accepted on all the eighteen items.

Research Question Two

What are the extension strategies required by small and medium scale business operators for effective management operations and national development?

H0₂: There is no significant difference in the mean ratings of rural and urban operators on the extension strategies required by small and medium scale business operators for effective management operations and national development.

The data for answering the second research question and testing the second null hypothesis are presented in Table 2.

Table 2

Mean ratings and t-test of the responses of small and medium scale business operators in Enugu State on the extension business strategies required by small and medium scale business operators for effective management operations and national development.(N 134)

S/N	Item Statements. The Extension business strategies required include:	\bar{X}	SD	Rem. RQ	P-Value	Remk.
1.	Rebranding of the business product/ services	3.68	.67	SA	.85	NS
2.	Discounting the prices of the business product/services	3.51	.57	SA	.49	NS
3.	Seeking for new market for a given product/ services	3.42	.72	A	.88	NS
4.	Seeking for new advertising methods for the business product/ services	3.83	.87	SA	.84	NS
5.	Engaging in extensive public relation of the	3.79	.81	SA	.38	NS



6.	business product/ services Using different social media to conduct marketing campaigns	3.33	.52	A	.73	NS
7.	Repackaging of the business product/ services	3.57	.66	SA	.64	NS
8.	Adding extra features to an already existing product	3.92	.59	SA	.76	NS
9.	Total changing of the price of the business product/ service	3.88	.75	SA	.78	NS
Overall		3.65	.68	SA	.71	NS

Note: \bar{X} = Mean; O = Overall; SA = Strongly Agreed; A = Agreed; N = No of Respondents; S = Significant; NS = Not Significant; Sig. at 0.05*

Data presented in Table 2 reveal that the mean ratings of the respondents on 7 out of the 9 items ranged from 3.51 - 3.92 which are within the boundary limit of 3.50 - 4.00 on 4-point rating scale. This indicates that the business operators strongly agreed that the seven identified items are extension business strategies required by small and medium scale business operators for effective management operations and national development in Enugu State. The data presented in Table 2 show that the mean ratings on items 3 and 6 are 3.42 and 3.33 respectively which are within the boundary limit of 2.50-3.49 on 4-point rating scale. By this finding, the business operators agreed that the remaining two items in the Table are also extension business strategies required by small and medium scale business operators for effective management operations and national development in Enugu State.

The data presented in Table 2 also reveal that the p-values of the entire 9 items ranged between .38 - .88 which are all greater than 0.05 level of significance. This indicates that there are no significant difference in the mean ratings of rural and urban operators on the extension business strategies required by small and medium scale business operators for effective management operations and national development. Therefore, the null hypothesis of no significant difference is accepted on all the nine items.

Research Question Three

What are the reinvention business strategies required by small and medium scale business operators for effective management operations and national development?

H0₃: There is no significant difference in the mean ratings of experienced and less experienced operators on the reinvention business strategies required by small and medium scale business operators for effective management operations and national development.

The data for answering the third research question and testing the third null hypothesis are presented in Table 3.



Table 3

Mean ratings and t-test of the responses of small and medium scale business operators in Enugu State on the reinvention business strategies required by small and medium scale business operators for effective management operations and national development.(N 134)

S/N	Item Statements. The reinvention business strategies required include:	\bar{X}	SD	Rem. RQ	P-Value	Remk.
1.	Setting of outrageous goals to be achieve in business organizations	3.31	.57	A	.55	NS
2.	Thinking like a system in business organizations	3.34	.87	A	.79	NS
3.	Modifying the business operating system	3.42	.72	A	.88	NS
4.	Maintaining a sound product value chains in procurement, design, manufacturing, marketing and distribution	3.74	.90	SA	.54	NS
5.	Dematerializing of a business products	3.69	.81	SA	.26	NS
6.	Making business product fit the real needs of the customers	3.83	.78	SA	.73	NS
7.	Using business to restore social value	3.59	.81	SA	.69	NS
8.	Efficient and effective management of organizational product /service	3.92	.59	SA	.76	NS
9.	Quick response to emerging technologies	3.78	.55	SA	.68	NS
	Overall	3.62	.73	SA	.65	NS

Note: \bar{X} = Mean; **O** = Overall; **SA** = Strongly Agreed; **A** = Agreed; **N** = No of Respondents; **S*** = Significant; **NS** = Not Significant; Sig. at 0.05

Data presented in Table 3 reveal that the mean ratings of the responses of the respondents on 6 out of the 9 items ranged from 3.59 - 3.92 which are within the boundary limit of 3.50 - 4.00 on 4-point rating scale. This indicates that the business operators strongly agreed that the six identified items are reinvention business strategies required by small and medium scale business operators for effective management operations and national development in Enugu State. The data presented in Table 3 show that the mean ratings on items 1, 2 and 3 are 3.31, 3.34 and 3.42 respectively which were within the boundary limit of 2.50-3.49 on 4-point rating scale. By this finding, the business operators agreed that the remaining three items in the Table are also reinvention business strategies required by small and medium scale business operators for effective management operations and national development in Enugu State.

The data presented in Table 3 also reveal that the p-values of the entire 9 items ranged between .26 - .88 which are all greater than 0.05 level of significance. This indicates that there are no significant difference in the mean ratings of the responses of experienced and less experienced operators on the reinvention business strategies required by small and medium scale business operators for effective management operations and national development. Therefore, the null hypothesis of no significant difference was accepted on all the nine items.

Discussion of findings



This study identified the core business strategies required by small and medium scale business operators for effective management operations and national development which include: making the business mobile and digital in nature, improving the distributional system of the business, changing the operational system of the business, expanding geographically the location of the business, engaging in more cost-effective business venture, repositioning the value of the business organization, repositioning the business product to attract more customers, ensuring the financial viability and solvency of the business, improving business/operational efficiencies, returning the business to its core function as defined in the memorandum, maximizing and align the talent in business with new structure and culture, connect with customers personally and listen to their feedbacks, improving service/products provided to customers, maximizing social impact and contribution to national development, providing customized experiences, product, and services to individual customers, rewarding loyal customers and earn positive reviews from consumers, offering entertainment to spread brand awareness, attract new customer and retain customer, and going back to the basic of the business.

This is in agreement with the opinion of John (2015) who saw think mobile first, improve the customer experience- get personal, customization, built clout and entertain as core business strategies. Research showed that smartphones and tablets made up 60% of total digital media time spent. Therefore for every business to move forward, the author asserts, business operators need to keep mobile users at the forefront whenever they create a new webpage or marketing campaign. They should equally set aside time to study the topic and find the best ways for your business to take advantage of mobile and local marketing initiatives. Businesses should from time to time go back to the basics this is in line with the opinion of Susan (2015) who insisted that small and medium scale business need to stop chasing trends; instead, small and medium scale business owners should look at the big picture and design their own ‘marketing blend’ that includes several” marketing strategies. This means merging traditional tactics - like direct mail - with Facebook ads, content marketing, SEO, and automated CRM.

In the same vein, Urban Development Corporation (2017) listed some core business strategies to include: assuring the financial viability and solvency of the business, improving business/operational efficiencies, returning a business to its core function, maximizing and align the talent in business with new structure and culture, improving service/ products provided to customers and maximizing social impact and contribution to national development.

There was no significant difference in the mean ratings of male and female operators on the core business strategies required by small and medium scale business operators for effective management operations and national development. This is because both male and female business operators required the same innovative strategies for effective business operation

Similarly, the study identified the extension strategies required by small and medium scale business operators for effective management operations and national development which include: rebranding of the business product/services, discounting the prices of the business product/services, seeking for new market for a given product/services, seeking for new advertising methods for the business product/services, engaging in extensive public relation of the business product/services, using different social media to conduct marketing campaigns, repackaging of the business product/services, adding extra features to an already existing product and total changing



of the price of the business product/service. This is in agreement with the view of Rouse (2017) who defined extension strategy as a practice used to increase the market share for a given product or service and thus keep it in the maturity phase of the marketing product lifecycle rather than going into decline. To the author, extension strategies include rebranding, price discounting, seeking new markets, and even total change of the price of a product. Rebranding is the creation of a new look and feel for an established product in order to differentiate the product from its competitors. At its simplest, rebranding may consist of creating updated packaging to change the perception of the product.

There is no significant difference in the mean ratings of rural and urban operators on the extension strategies required by small and medium scale business operators for effective management operations and national development. This is so since all the strategies listed can be used by business operators irrespective of their location.

Furthermore, the study identified the reinvention business strategies required by small and medium scale business operators for effective management operations and national development which include: setting of outrageous goals to be achieved in business organizations, thinking like a system in business organizations, modifying the business operating system, maintaining a sound product value chains in procurement, design, manufacturing, marketing and distribution, dematerializing of a business products, making business product fit the real needs of the customers, using business to restore social value, efficient and effective management of organizational product /service and quick response to emerging technologies.

This is in agreement with the opinion of Willie (2016) who outlines the followings as parts of reinvention strategies in business organization:

Set Outrageous Goals: Outrageous goals sound impossible to achieve. They are often presented hypothetically during brainstorming exercises, and are an excellent way to bypass incremental thinking in favor of "out-of-the-box" thinking.

Think like a System: Rather than adjust specific product features, consider modifying the operating system. The "system" can be defined as the product value chain including procurement, design, manufacturing, marketing, and distribution. It can also be defined as a consumer use system - products related to it, or used with it. Products have a life cycle with a number of discrete stages, including raw material extraction, manufacturing, distribution, in-use, and recovery or disposal. Thus far, product refinements primarily focus on reducing impacts at specific stages. Impacts can be further reduced by combining two or more life cycle stages.

Dematerialize: of a product means the ability of a business to meet peoples' needs with as few materials and resources as possible and substituting services for physical products. Some strategies in dematerialization include: Product miniaturization, use of multipurpose products, leasing instead of purchasing products; and replacing a product fully or in part by services. The author further stated that to evaluate a product's potential to be dematerialized, business operator need to ask the following questions (a) What is the simplest form in which we can deliver this product and still meet our customers' needs? (b) Do our customers need to own this product? Can they lease it instead? (c) Can we meet our customers' needs equally or better by providing them with a service instead of a product?

Make it Fit: Einstein once said: "Make things as simple as possible and no more." From a sustainability standpoint this means eliminating wasted resources by making products fit the real needs of customers as closely as possible.



Managing Product and Organizational Change: These strategies are best used as part of an evolutionary process, which can assist in business reinvention and the development of more sustainable products and services.

There is no significant difference in the mean ratings of experienced and less experienced operators on the reinvention business strategies required by small and medium scale business operators for effective management operations and national development. Application of reinvention business transcends the level of experience an operator has acquired. What matters, is the ability of the business operator to combine this strategies for effective business operation.

Conclusion

In today challenging business environment, business must create strategies in order to grow beyond its known scope. Most of the small and medium scale business operators use various innovative strategies as a tools that enhances their viability in the market to win a competitive advantage as there is often little to differentiate once product from another for different organizations. Starting and operating a small and medium scale business includes a possibility of success as well as failure. Because of their size, a simple management mistake is likely to lead to sure death of a small and medium scale business hence no opportunity to learn from its past mistakes. Lack of planning, improper financing and poor location of businesses have been cited as the main causes of failure of small and medium scale business. Thus, to avert these business failures, businesses should not only adopt innovative strategies as a new way of doing business, they must also be ready to innovate base on the changes in the society. Hence the ability of businesses to innovate will perpetuate their stay in the business arena otherwise; their hope of survival, growth and sustainability will be a mirage. Therefore, SMEs in Nigeria and Enugu State in particular should key into the world of innovators, they should see innovation as the life blood and engine growth for every business

Recommendations

Based on the findings of the study, the following recommendations are made:

1. Small and medium scale business in Enugu State should digitalize their business operations and at the same time make it mobile and improve its distributional system.
2. They should change their operational system, expand their geographical locations and engage in less cost effective business activities.
3. SMEs in Enugu State must as a matter of urgency reposition the value of their businesses in order to ensure its financial viability and solvency.
4. They should from time to time rebrand their products/ services, seek for new markets and discount their product prices to attract and maintain customers.
5. SMEs in Enugu State should engage in extensive public relation and also make use of different social media for their business activities.
6. They should maintain sound product value chain, procurement, design, manufacturing, marketing and distribution, and at the same time dematerialize their business product.



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