Business Networking and Performance of Small and Medium Scale Enterprises in Benue State, Nigeria

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ABSTRACT

The impact of business networking on the performance of SMEs in Benue State, Nigeria is investigated in this study. The study focuses on the impact of network governance, network content, and network structure on SMEs in Benue State, Nigeria. The study employs a survey design, with a questionnaire serving as the data gathering tool. The study's population consists of 650 licenced SMEs in Benue State, with a sample size of 242 obtained via stratified sampling. The KMO and Bartlett's tests show that variables are highly significant, and principal component analysis was appropriate at 0.631. The reliability test-retest result revealed a reliability index of (0.702). Regression analysis was used to examine and present the data received from the businesses surveyed. Network governance (42.2 percent), network content (30.2 percent), and network structure (46.2 percent) all have a positive and significant effect on the performance of SMEs in Benue State, Nigeria, according to the results of tested hypotheses. According to the study's findings, business networking in a business environment is concerned with characteristics such as network governance, network content, and network structure, which create the foundation upon which SMEs connect with their surroundings. The research also revealed that business networking has a significant impact on SMEs' performance. SMEs working in any business environment should build up a formation structure that allows them to engage freely within the environment, according to the report.

Keywords-- Business Networking, Network Governance, Network Content, Network Structure, Performance of SMEs

I. INTRODUCTION

Networking is an important part of many companies' marketing strategies. It contributes to the development of a strong sense of trust among those engaged and plays an important role in enhancing a company's profile. Suppliers and businesses can be seen of as networked enterprises, with suppliers and customers sourced through current ties and those of the organisations with which they collaborate. Businesses that rely on hierarchical, traditional managed approaches are closed, selective, and controlling, whereas those that rely on networked techniques are open, random, and supporting (Thomas, 2009). Face-to-face networking was the sole option for businesspeople before the advent of internet business networking. This was accomplished using a variety of strategies, including trade show marketing and loyalty programmes. Despite the fact that these strategies have been proved to be helpful in forming connections and expanding a brand, many businesses are now focusing more on online marketing due to the ability to track every component of a campaign and justify the cost of setting one up (Symonds, 2014).

Employment searchers can use networking to get a competitive advantage over their competitors in the job market. The skilled networker cultivates personal ties with prospective employers and selection panellists in the hopes of influencing future hiring decisions through these personal affections. This type of networking has sparked ethical debate. The argument is that it is an attempt to tamper with formal selection processes. The networker is accused of seeking a non-meritocratic advantage over other candidates, an advantage based on personal preference rather than any objective assessment of who is most qualified for the job (Ned, 2015). Small firms benefit from networking since its owners must perform a number of job functions in a small space. They learn from their experiences and receive guidance on crucial issues when they meet up with like-minded others. A networking organisation of experienced business entrepreneurs can also help them discover partners and angel investors. Every country hosts a profusion of networking events where entrepreneurs may meet, grow their affiliations, educate themselves, and feel empowered. Smart strategies can help you secure relationships, friendships, and acquaintances (Misner, 2008). Several well-known business networking groups develop networking event patterns that, when followed, allow a businessperson to form new business relationships while also generating new business prospects. A professional network service is an information technology implementation that supports corporate networking.

In today's world, most businesses are limited in terms of internal resources. Massive globalisation,

demanding clients with fast changing needs, shortening reaction times, decreasing product lifecycles, and demanding staff are all challenges they encounter. This necessitates businesses becoming more responsive, adaptable, and participatory, with a focus on customers, competition, teams, time, and process. Susan and Johnson are a couple (2003). Organizations can use business networks to uncover opportunities, raise resources, gain a competitive advantage, and improve overall performance. According to Chetty and Wilson (2003), inter-firm networks provide firms with access to a variety of important resources and complementary skills, allowing them to develop specialised knowledge and achieve economies of scale in operations, as well as collaborate to acquire greater knowledge and capabilities. Despite the benefits of networking, SMEs are not driven to take advantage of business networking opportunities. Literature suggests that network interactions play a role in the performance of SMEs. Individual SMEs, on the other hand, face challenges in obtaining economies of scale in input purchases and are frequently unable to take advantage of market opportunities that necessitate big production numbers, uniform standards, and consistent supply, according to UNIDO (2005). Machirori (2012) stated that isolation, not size, is the main impediment to SMEs increasing their competitiveness. As a result, networking provides an important avenue for individual SMEs to resolve their issues and strengthen their competitive position. Greetings, Lorna (2007).

The increasing economic hardship in Nigeria's Benue state has made SMEs development initiatives a priority for economic growth and poverty alleviation. A substantial amount of SMEs fail, and one of the most critical issues in this respect is addressing entrepreneurs' lack of understanding of business networking and the role it plays in the entrepreneurial process. As a result, the influence of business networking on the performance of small and medium-sized businesses in Benue State, Nigeria, is examined in this study. The study's specific objectives are to investigate the impact of network governance on the performance of small and medium-sized businesses in Benue State, Nigeria, evaluate the impact of network content on the performance of small and medium-sized businesses in Benue State, Nigeria, and determine the impact of network structure on the performance of small and medium-sized businesses in Benue State, Nigeria. The study's findings and recommendations will aid in the discovery of the contributions of business networking to SMEs' success. The study is broken into five components in order to achieve the study's goals. Part two focuses on a literature review addressing the notion of business networking and SMEs performance, once the first component has been examined. The final component expresses appreciation for the research methods used. The analysis of the data collected is the fourth component. The

conclusion and recommendations are presented in the fifth component.

II.   BUSINESS NETWORKING

Company networking is a type of company social network that was created to enable managers and entrepreneurs communicate with one another in order to enhance their common business goals by developing mutually beneficial business partnerships. Business networking is a technique to use your professional and personal connections to help you find new clients, vendors, or just obtain great advise on how to operate your company (Hubert et al. 20012001). Several well-known business networking groups develop networking event patterns that, when followed, allow a businessperson to form new business relationships while also generating new business prospects. Business networking is a socioeconomic business activity in which businesspeople and entrepreneurs get together to develop business relationships, recognise, generate, or act on business possibilities, share information, and look for potential venture partners (Hubert et al. 2001). In conclusion, business networking in the context of a small business can be characterised as activities in which entrepreneurially minded SME owners create and manage personal relationships with specific persons in their area (Carson and Welsh, 1995).

III.   DIMENSIONS OF BUSINESS NETWORKING

Network Governance: For firms operating in extremely volatile contexts, Network Governance explains higher efficiency and fewer agency difficulties. On the one hand, distributed knowledge acquisition and decentralised problem solving boost efficiency; on the other hand, the emergence of collective solutions to global challenges in various self-regulated spheres of activity improves effectiveness. Transnational network governance has gained popularity as a result of the fast pace of modern civilization and the competitive challenges of globalisation (Stone, 2013). Network governance is not uniformly regarded as a desirable trend in the public sector by all public administration specialists. Some question its ability to function effectively as a democratic governance system, while others see it as a phenomena that facilitates the efficient and effective delivery of public goods and services. The rise of network governance can be defined as an attempt to account for the growing role of non-governmental organisations (NGOs), the commercial sector, scientific networks, and international institutions in the performance of various governance functions (Dedeurwaerdere, 2005). Governance has grown in significance and popularity

among public and private sector organisations in terms of a better approach to fulfilling the basic aims and goals that their organisations were set up to achieve, whether profit or policy driven.

Network Content: Networks can assist measure the underlying potential of businesses by enabling advantageous resource exchanges in the uncertain and dynamic environment in which entrepreneurial activities occur. The reliance on networks is not limited to the early stages of development, but extends to all phases. Exchanging resources is referred to as content within a network (Amit & Zott, 2001). In contrast to conventional market transactions, network research frequently assumes a resource-based view of the firm, viewing it as reliant on the external environment to demonstrate resources and capabilities. Business networks are seen as enabling actors to obtain access to a variety of resources owned by other players through interpersonal and inter-organizational ties in terms of network content (Hoang, & Antoncic, 2003). The acquisition of resources is a major limitation to SMEs' success; when they are acquired in a sustainable manner, the implications are improved business performance.

Network Structure: The term "network structure" refers to a pattern of relationships formed by direct and indirect linkages between players. Antoncic & Hoang (2003). The relevance of external resources and capacities to the company through its networks has been stressed in network literature, which considers enterprises' embeddedness in networks of external contacts with other organisations to be critical (Zaheer & Bell, 2005). An organization's structure can determine how it functions and performs in a variety of ways. The network structure is a novel sort of organisational structure that is typically seen as less hierarchical (i.e., more flat), more decentralised, and more adaptable than traditional arrangements. Managers in this organisation coordinate and control both internal and external relationships within the company. According to Hoang and Antoncic (2003), network size and centrality define the quantity of resources an actor can access inside a network structure. Furthermore, network architecture are based on differential network location, which has an impact on resource flow (Moran, 2005). Because structure has an impact on resource flow, a well-defined structure is likely to have an impact on performance.

IV. SMEs PERFORMANCE

Performance can be defined as the result of all activities. The emphasis in evaluating performance is on assessing the current behavior of the organization in respect to its efficiency and effectiveness (Ghosh and Mukherje, 2006). According to Wu (2009) performance is a measure of how effective and efficient the mechanism/process put in place by an organization attains its desired results.

Performance is a notion that permeates contemporary societies (Michili and Mari, 2013). Otokiti (2010) defined performance as the willingness of an individual to carry out the goals and objectives of an organization. Organization performances is however, defined as a group of people that come together and are willing to carry out goals and objective and planned or strategize. In this study, performance is considered in terms of market share, business growth

Market: Market share is said to be a key indicator of market competitiveness, i.e., how well a firm is doing against its competitors. Research has also shown that market share is a desired asset among competing firms (Scott and Kesten 2007).Firms with market shares below a certain level may not be viable. Similarly, within a firm's product line, market share trends for individual products are considered early indicators of future opportunities or problems (Farris *et al.,* 2010). Market share competition drives companies to support climate change policies with a view to imposing costs on domestic competitors (Kennard, 2020).

Business Growth: Business Growth is a stage where the business reaches the point for expansion and seeks additional options to generate more profit. To Achtenhagen *et al.* (2010), an organization's growth can be multidimensional and include complex processes related to internal development that increase the organization's value. Thus, entrepreneurs use indicators of internal development as a sign of organizational growth. Business growth can be achieved either by boosting the top line or revenue of the business with greater product sales or service income, or by increasing the bottom line or profitability of the operation by minimizing costs.

Productivity: Productivity is a metric that expresses the efficiency with which commodities or services are produced. Productivity is frequently represented as a ratio of aggregate output to a single input or aggregate input used in a manufacturing process, i.e. output per unit of input, usually over a given time period (Kaliski, 2001). According to the literature research, productivity refers to the amount of output produced in relation to the quantity of input utilised, whereas efficiency refers to the value of output in relation to the cost of inputs utilised in achieving goals or objectives with the least amount of resources and waste. Profitability, efficiency, and effectiveness are all intertwined, especially when producing something of value with minimal waste in order to get maximum results and achieve goals.

V. THEORETICAL FRAMEWORK

This research is based on Moreno's (1930) social network theory. Moreno's social network theory supplied the superstructure that culminated in the establishment of

research questions and the formulation of hypotheses that were investigated. Argumentation strands based on these theoretical perspectives. Individuals in any culture are involved in a variety of social ties, according to the social network theory. Blau (1960) claims that in a society/group with a high degree of social disintegration, individuals' trustworthiness is low and the value received from such relationships is poor. As a result, members will strive to establish connections and networks. As a result, members will create mutual relationships, resulting in trustworthiness, which will lead to positive information and resource exchanges. The structural gaps theory, proposed by Blau (1964), indicates that a person is in a better position to collect information if he or she is connected to individuals who are not directly connected to each other. Individuals can use this to build linkages or networks with other people or businesses. As a result, a manager who spans structural gaps by having non-redundant relationships on both sides of the gap will have access to various useful information flows.

VI.   EMPIRICAL REVIEW

Ojotu et al. (2019) investigated the impact of networking on the performance of small and medium-sized businesses (SMEs). The study concentrated on SMEs in Makurdi. The study focused on the impact of network structure, governance, and content on the success of small businesses in Makurdi, Benue State. The survey research design was chosen for the study because it is simple to use and produces findings quickly. The study's target demographic consists of 708 owners/senior management employees from SMEs in Makurdi, Benue State, Nigeria, representing a variety of industries. The research tool for data collecting was a questionnaire. Two 4-point Likert questionnaires make up the research tool. The 0.83 response rate on the 256 questionnaires distributed was achieved, and 213 questionnaires were chosen for statistical analysis. Multiple regression analysis was done to examine the intensity of the effect of network characteristics on SMEs' performance using SPSS version 21. The study's findings indicate that network structure has a substantial impact on SMEs' performance in Benue State, and network governance has a considerable impact on SMEs' performance in Benue State. Furthermore, the findings revealed that network content had a considerable impact on SMEs' performance in Benue State. According to the findings, the structure, governance, and content of SMEs' networks have a substantial impact on their performance. This study is similar to the current study in terms of independent variables, however it concentrates on Makurdi metropolis, whereas the current study focuses on a larger area.

Nyangarika (2016) evaluates the contribution of networking to SMEs' productivity, the function of networking in SMEs' market accessibility, and the impact of networking to SMEs' profitability. According to the findings of the study, SMEs used networking through the use of ICT in their daily activities and found it to be beneficial to their productivity, market accessibility, and profitability, which included increased business functionality, increased profit margins, and the ability to advertise their products and services. The study found that networking through the use of ICT is critical in SMEs, and that SMEs require assistance in knowledge management in order to fulfil their business objectives. The study follows current trends and focuses on the performance of SMEs operating in a changed business environment.

Feng and Yi (2016) investigate the impact of network relationships on small and medium-sized business performance (SMEs). To increase their performance, SMEs rely heavily on other entities and collaborate with partners. The literature evaluation and analysis reveals a differentiation between the elements that motivate people to establish networks: information sharing, innovation acceleration, transaction cost reduction, improved reputation, and the creation of new market opportunities. The data from 77 Taiwanese manufacturing SMEs' surveys was analysed using the multiple correspondence analysis (MCA) technique. The findings are divided into two dimensions: network content and network relationship, which affect the network relationship. The findings also reveal that different types of network relationships have varying degrees of performance impact.

The idea that enterprises are integrated inside complex networks and that managers spend time actively networking were reinforced by Naude et al. (2014), which have long been acknowledged by scholars in the Industrial Marketing and Purchasing (IMP) Group. However, an assessment of how these two features, network structure and external networking behaviours, affect SME performance has not received the same level of attention. In examining their antecedents, we go beyond the typical IMP literature in our study, examining CEOs' managerial style using emotional intelligence and entrepreneurial style. The presence of structural holes and degrees of centrality were used to evaluate network structure. 227 CEOs of small Iranian information technology enterprises were surveyed. To test these hypotheses, we coupled structural equation modelling and social network analysis, a hitherto unexplored dual methodology. The findings reveal that entrepreneurial style, network structure, and external networking behaviour are all influenced by emotional intelligence. Both network structure and external networking behaviour have an impact on SME performance. The role of network structure in mediating communication is also highlighted. Our findings suggest that the entrepreneurial style has little bearing on external networking activity.

According to the preceding research, empirical evidence on the phenomena of interest in emerging markets such as Nigeria is limited. The current study was prompted by this need to investigate the impact of business networking on the performance of small and medium-sized businesses in Benue State, Nigeria. As a result, the following theories are proposed.

H_{01}. The performance of SMEs in Benue State, Nigeria, is unaffected by network governance.

H_{02}. The performance of SMEs in Benue State, Nigeria, is unaffected by network content.

H_{03}. The performance of SMEs in Benue State, Nigeria, is unaffected by network structure.

VII. METHODOLOGY

The survey research design was chosen for this study because of its convenience of use and the quickness with which the data may be obtained. The study's target population comprises of 638 SMEs' owners/senior management staff in Benue State, Nigeria. Art/craft (24), transportation (32), health (66), trading (151), food processing (42), baking (34), table water (17), fashion and designing/hairdressing (94), ICT (85), school (51) and livestock rearing were among the industries represented (50). A total of 242 people were polled. The research tool for data collecting was a questionnaire. Two 5-point Likert questionnaires make up the research tool. Cronbach alpha was utilised to assess the research tool's reliability. This method determines the internal consistency of research instruments based on a variety of criteria. All of the coefficients had Cronbach alpha values greater than the criterion of 0.702, indicating that the research tool is reliable. We employed exploratory factor analysis by main factors with warimax rotation to examine the construct validity of study variables. Factor loadings greater than 0.631 were deemed to be high and acceptable. With the help of SPSS version 21, the 242 questionnaires were statistically analysed, and multiple regression analysis was utilised to examine the strength of the effect of business networking characteristics on SMEs performance.

The research is based on two variables: an independent variable (business networking) and a dependent variable (social networking) (SMEs performance). In terms of network governance, network content, and network structure, the independent variable is measured. Market share, business growth, and productivity are used to measure the dependent variable (SMEs performance).

This study suggests that SMEs performance is a function of Networking;

SMEsP= f (BN)........................ (i)

Where,

SMEsP= SMEs Performance (dependent variable) BN = Business Networking (independent variable)

Given that business networking comprises three dimensions, the implicit form of the model is given as follows:

SMEsP = f (NG. NC, NS,).................... (ii)

Where,

NG= Network governance

NC= Network content

NS= Network structure

Thus, the explicit form of the model for the study will be as follows:

SMEsP = α +b1Ng1 + b2 Nc+ b3Ns+ ε................... (iii)

Where,

α = Intercept of the Model (constant) b1 to b3 = coefficients of Ng, Nc, Ns respectively

ε = error term

VIII. RESULTS AND DISCUSSIONS

Regression Analysis Result

The model summary, Study of Variance (ANOVA), and regression coefficient were used to present the results of the regression analysis.

The coefficient of determination (R square) explains the variation in the dependent variable owing to changes in the independent variable, as seen in Table 1. At the 95 percent confidence range, the R square value of 0.393 indicates that there was a 36.5 percent difference in performance due to changes in network governance, network content, and network structure. Also, as shown by 0.702, the value of R from Table-1 reveals the relationship between the research variables, implying that there was a strong positive link between them.

Table 1: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.702	.365	.381	.658.16	1.766

a. Predictors (constant) Network governance, Network content, Network structure
b. Dependent variables: SMEs Performance

Source: Field report, 2021

The ANOVA statistics in Table-2 reveal that the processed data, which is the population parameters, had a significance level of 0.000, indicating that the data is excellent for drawing conclusions about the population's

parameter because the p-value is less than 5%. This means that in Benue State, Nigeria, network governance, network content, and network structure have a considerable impact on SMEs' performance. The model was statistically significant (F =14.123; P =.000) because the significance value was smaller than 0.05.

Table 2: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean square	F	Sig
Regression	28.26	3	5.265	14.123;	.000b
Residual	32.54	233	.486		
Total	**60.8**	**236**			

Source: Field Report, 2021

The established regression equation SMEsP = +b1Ns1 + b2 Ng+ b3Nc is shown in Table 3 as follows: SMEsP = 0.638 + 0.422 (Network governance) + 0.302 (Network content) + 0.462 (Network governance) + 0.462 (Network content) (Network structure)

According to the regression equation above, SMEs' performance would be 0.63.8 percent if network structure, network governance, and network content were all set to zero. A unit increase in network structure would affect performance by 42.2 percent, a unit increase in network governance would affect performance by 30.2 percent, and a unit increase in network content would affect performance by 30.2 percent. The p-values for network governance, network content, and network structure (.014,.012, and.032) were all less than 0.05, according to the study. Furthermore, the findings of the study reveal that network structure has a greater impact on the performance of SMEs in Nigeria's Benue State.

Table-3: Regression Coefficients

Unstandardized Coefficients				Standardized Coefficient			
B	Standard Error	Beta	t	Sig	Tolerance	VIF	Decision
Constant	.638	.411		1.342	.920		
Network governance	.422	.356	.368	2.480	.014	.826	Rejected
Network content	.302	.342	.432	2.121	.012	.704	Rejected
Network structure	.462	.322	.369	1.435	.032	.801	Rejected

a.   Dependent Variable: SMEs Performance

Source: Field Report, 2021

IX.   HYPOTHESES TESTING

The strength of the influence of network structure on SMEs' performance was tested using the calculated p-value = 0.014 at a significance level () of 0.05 to test the first hypothesis. The null hypothesis was rejected because the computed p-value was less than the significance level () of 0.05 (p-value 0.015 0.05). As a result, it is found that network structure has a considerable impact on the performance of SMEs in Nigeria's Benue State.

The strength of the influence of network governance on SMEs performance was examined using the derived p-value = 0.012 at a significance level () of 0.05 to test the second hypothesis. The null hypothesis was rejected because the computed p-value was less than the significance level () of 0.05 (p-value0.012 0.05). As a result, it is concluded that network governance has a considerable impact on the performance of SMEs in Nigeria's Benue State.

The strength of the influence of network content on SMEs performance was tested using the derived p-value = 0.032 at a significance level () of 0.05 to test the third hypothesis. The null hypothesis was rejected since the computed p-value was less than the significance level () of 0.05 (p-value 0.032 0.05). As a result, it is concluded that network content has a considerable impact on the performance of SMEs in Nigeria's Benue State.

X.   DISCUSSION OF FINDINGS

The impact of business networking on the performance of SMEs in Benue State, Nigeria, was explored in this study. The results of this study revealed that business networking had a substantial impact on the performance of SMEs in Benue State, Nigeria.

The findings from objective one also demonstrated that network governance has a substantial impact on the performance of SME's in Benue State, Nigeria. For the hypothesis test, regression analysis was employed, and the result is statistically given as (p-value 0.015 0.05). The findings are consistent with those of Ojotu et al. (2019), who found that network governance has a significant impact on SMEs' performance. This finding is consistent with previous research by scholars such as Ahuja (2000), who

claims that the closer members' relationships are, the faster they share resources, and Gulati and Garino (2000), who discovered that the more familiar contacts are, the more trustworthy the members become, which reduces unethical behaviour and encourages group exchange.

This study from objective two demonstrated that network content had a significant impact on the performance of SME's in Benue State, Nigeria. For the hypothesis test, regression analysis was employed, and the result is statistically given as (p-value 0.012 0.05). This is consistent with the findings of Smilor and Gill (1986), who found that an entrepreneur with a strong, complex, and diverse network of relationships is more likely to have access to more possibilities, to solve difficulties quickly, and to succeed. The findings backed up those of Ojotu et al. (2019), who discovered that network content has a significant impact on SMEs' performance.

The findings from goal three demonstrated that network structure had a substantial impact on the performance of Small and Medium Scale Enterprises in Benue State, Nigeria. For the hypothesis test, regression analysis was employed, and the result is statistically stated as (p-value 0.032 0.05). This supports Gulati and Higgins' (2003) conclusion that a person cannot succeed on their own, therefore there is a trade-off between quality and number in business relationships, and that the most value is found in a tiny percentage of people in one's personal network. The findings are also in line with Cisi et al. (2016), who discovered that network properties such as size, geographical dispersion, and diversity had an impact on performance. The findings are also in line with those of Ojotu et al. (2019), who discovered that network structure has a significant impact on SMEs' performance. The findings, however, contradict those of Korir et al. (2012), who concluded that network topology has no impact on venture performance.

XI.   IMPLICATION OF FINDINGS

Firms are entrenched in a network of commercial contacts, according to the conclusions of this research. If correctly managed, these business networking opportunities will help businesses achieve their economic objectives. This is due to the fact that businesses do not operate in silos, but rather as part of larger corporate systems. The activity of business networking within a company context is not entirely new, but it is rising in popularity, as evidenced by the growing number of business networking groups.

XII.   SUGGESTIONS FOR FURTHER STUDIES

Additional study should be conducted using the same factors in various sectors of the economy, such as service, manufacturing, and production. Other authors should conduct compressive research using interviews and open-ended questions to allow respondents to express their thoughts on the subject. Finally, it is proposed that more research be conducted on the effect of networking on SMEs' financial performance to see if the effect will be similar to that of no networking.

XIII.   CONCLUSION AND RECOMMENDATIONS

In a business setting, business networking focuses on factors such as network governance, network content, and network structure, which serve as the foundation for SMEs' interactions with their surroundings. This study looked into the impact of business networking on the performance of SMEs in Nigeria's Benue state. Based on the data, the study suggests that business networking has an impact on SMEs' performance. The research also revealed that business networking has a significant impact on SMEs' performance. According to the findings, SMEs in any business environment should have a formation structure that allows them to interact freely within that environment. SMEs' management should be aware of how they handle networks, ensuring that they are true and truthful in order to reap the benefits of networking. Finally, management should be aware of their network's content, as network content has a big impact on SMEs' success.

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