

Nkwinika, Eugene; Akinola, Segun

Article

The importance of financial management in small and medium-sized enterprises (SMEs) : an analysis of challenges and best practices

Reference: Nkwinika, Eugene/Akinola, Segun (2023). The importance of financial management in small and medium-sized enterprises (SMEs) : an analysis of challenges and best practices. In: Technology audit and production reserves 5 (4/73), S. 12 - 20.
<https://journals.urau.de/tarp/article/download/285749/282012/665561>.
doi:10.15587/2706-5448.2023.285749.

This Version is available at:
<http://hdl.handle.net/11159/631611>

Kontakt/Contact

ZBW – Leibniz-Informationszentrum Wirtschaft/Leibniz Information Centre for Economics
Düsternbrooker Weg 120
24105 Kiel (Germany)
E-Mail: [rights\[at\]zbw.eu](mailto:rights[at]zbw.eu)
<https://www.zbw.eu/econis-archiv/>

Standard-Nutzungsbedingungen:

Dieses Dokument darf zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden. Sie dürfen dieses Dokument nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, aufführen, vertreiben oder anderweitig nutzen. Sofern für das Dokument eine Open-Content-Lizenz verwendet wurde, so gelten abweichend von diesen Nutzungsbedingungen die in der Lizenz gewährten Nutzungsrechte.
<https://zbw.eu/econis-archiv/terms-of-use>

Terms of use:

This document may be saved and copied for your personal and scholarly purposes. You are not to copy it for public or commercial purposes, to exhibit the document in public, to perform, distribute or otherwise use the document in public. If the document is made available under a Creative Commons Licence you may exercise further usage rights as specified in the licence.

Eugine Nkwinika,
Segun Akinola

THE IMPORTANCE OF FINANCIAL MANAGEMENT IN SMALL AND MEDIUM-SIZED ENTERPRISES (SMEs): AN ANALYSIS OF CHALLENGES AND BEST PRACTICES

The object of research is the importance of monetary management in Small and Medium-sized Enterprises (SMEs), specializing in challenges, best practices, and future trends. Financial management in SMEs is an important aspect that influences their growth, sustainability, and competitiveness. The paper begins by defining SMEs and highlighting the significance of financial management for their success. It emphasizes the need for SME owners to understand financial concepts, make informed decisions, and prioritize financial planning to ensure sound business operations. Insights from real-world case studies showcase successful financial management practices adopted by SMEs.

Government policies and support for SME financial management are also explored, with a focus on initiatives, tax incentives, and access to financial advisory services. These government interventions play a crucial position in empowering SMEs with the necessary sources and steerage for powerful financial management.

Moreover, the evaluation delves into destiny developments, such as rising technology (AI, blockchain, IoT) and regulatory adjustments, and their capacity impact on economic management for SMEs. It discusses the challenges and possibilities in monetary forecasting, highlighting using information analytics and predictive modeling for improved accuracy.

In conclusion, this review assessment underscores the significance of financial control for SMEs, emphasizing the want for monetary literacy, era adoption, and compliance with regulatory adjustments. By embracing first-class practices and authorities' help, SMEs can reap long-term financial balance and thrive in dynamic commercial enterprise environments. As SMEs preserve to evolve within digital technology, powerful economic control remains vital for his or her sustainable increase and achievement.

Keywords: financial management, financial literacy, cashflow management, financial risk management, financial technology, financial resources.

Received date: 08.08.2023

Accepted date: 22.09.2023

Published date: 28.09.2023

© The Author(s) 2023

This is an open access article

under the Creative Commons CC BY license

How to cite

Nkwinika, E., Akinola, S. (2023). The importance of financial management in small and medium-sized enterprises (SMEs): an analysis of challenges and best practices. *Technology Audit and Production Reserves*, 5 (4 (73)), 12–20. doi: <https://doi.org/10.15587/2706-5448.2023.285749>

1. Introduction

Small and Medium-sized Enterprises (SMEs) play a crucial position within the worldwide economic system, riding innovation, employment, and economic growth [1]. The definition of SMEs varies across international locations, however, in general, they're characterized via their especially small scale and constrained assets compared to larger companies. SMEs frequently face unique challenges in managing their economic affairs, making monetary control a vital aspect of their sustainability and success [2]. The importance of financial management in SMEs cannot be overstated. Efficient financial control is crucial for optimizing useful resource allocation, making sure of liquidity, and improving the general economic performance of those firms [3]. Effective monetary management practices enable

SMEs to make informed selections, control risks, and seize boom opportunities [4]. It additionally contributes to building investor confidence, attracting external funding, and preserving a competitive area inside the market [5]. *The aim of this study* is to explore the demanding situations and best practices associated with financial management in SMEs. By identifying and knowledge of those key elements, researchers, policymakers, and commercial enterprise practitioners can gain treasured insights into the dynamics of economic management in SMEs and formulate strategies to enhance their economic fitness and sustainability.

2. Materials and Methods

This overview paper focuses on the economic management practices of SMEs throughout various industries and

geographical areas. Its goals are to analyze the demanding situations that SMEs stumble upon in dealing with their price range and to provide an in-depth examination of high-quality practices followed with the aid of successful SMEs.

The review will embody a complete evaluation of applicable academic literature, empirical research, and reviews from legitimate assets. The examination will encompass subjects related to monetary planning, budgeting, coins go with the flow control, financing options, danger control, and financial reporting, among others.

Furthermore, the review will assess the effect of macroeconomic factors and government policies on the economic control of SMEs. Understanding the outside influences that have an effect on SMEs' economic decision-making will offer a broader context for the challenges and opportunities they face.

The insights derived from this evaluation can function as a foundation for destiny research on the subject of SME financial management.

Moreover, policymakers and practitioners can benefit from the proof-primarily based recommendations to devise powerful support mechanisms and rules that foster the financial growth and stability of SMEs.

In the end, this overview paper aims to shed mild on the importance of financial management in SMEs and offer a complete assessment of the challenges and nice practices in this area. By knowledge of the intricacies of financial control in SMEs, stakeholders can make a contribution to enhancing their monetary resilience, thereby promoting financial development and prosperity.

3. Results and Discussion

3.1. The role of financial management in SMEs

Financial control is a fundamental factor of SMEs' operations, encompassing the tactics of planning, organizing, controlling, and directing the economic assets to attain the company's objectives [6]. It includes studying financial information, making informed choices, and imposing strategies to ensure the efficient utilization of funds. SMEs face precise challenges because of their limited assets and exposure to marketplace uncertainties, making financial control all the extra important for sustenance and boom [7].

3.1.1. Financial management defined. One of the few primary functional areas of management, financial management is often regarded as the foundation for the growth and success of any enterprise. Activities aimed at managing a business's finances in order to meet its financial goals are included in financial management [8]. The definition of financial management is based on how funding sources are mobilized and used. Financial management is important for obtaining the cash needed to finance an enterprise's assets and commercial operations, distributing funds among competing uses, and ensuring effective and efficient use of funds in order to accomplish the organization's main aim and goal. Although one of several functional areas of management, financial management is crucial to the success of SMEs. The primary function and location of financial management in relation to other niche areas of business management are the emphasis of this definition [9].

Fig. 1 illustrates the primary function and position of financial management in relation to particular company management domains.



Fig. 1. The central position and role of financial management [10]

3.1.2. Significance of financial management for SMEs.

Financial management has a favorable impact on competitiveness, the sufficiency of company records, and the survival of SMEs. Business records are crucial to SMEs' existence and their ability to acquire funding from investors and/or financial institutions. Poor cash management has an impact on the financial position and liquidity of businesses, and financial management helps to eliminate it. In order for SMEs to maintain liquidity and continue operating, financial management is crucial. Financial management gives SME owners the information and foresight necessary to anticipate future cash flow issues, which are essential for the sustainability of the company [11]. Allocating financial resources with the use of financial management increases the likelihood that a business will survive.

3.2. Challenges in financial management for SMEs

3.2.1. Limited financial resources and capital. Resource limitations make it difficult for SMEs to innovate because they can't afford to experiment, which is essential for the creation of new items. The shortage of resources faced by SMEs also prevents the creation of routines and organizational structures that would be helpful in attracting and developing human potential as well as improving corporate operations. Compared to individuals working for large companies, SMEs are often regarded to be more financially limited and have less access to formal financing (long-term loans) [12]. SMEs frequently view access to finance as one of the major obstacles keeping them from operating effectively in both developed and developing nations. A key factor in the growth and development of African businesses is having enough access to financing. The lack of financial assets and capital is one of the biggest problems SMEs encounter while managing their finances. Unlike huge businesses, SMEs frequently operate on a smaller scale with limited access to resources. This obstacle makes it difficult for them to expand their operations, invest in research and development, and explore new opportunities. As a result, SMEs must carefully prioritize their financial obligations and use price-effective strategies to make the most of their limited resources [13].

3.2.2. Access to financing and credit. Giving SMEs credit encourages and boosts economic growth; more credit

encourages entrepreneurship in the form of increased firm formation and expansion [14]. Comparing Middle Eastern and Central Asian countries at comparable economic development levels to other nations, the biggest barrier to SME access to funding is in these regions. The failure of SMEs to recognize the value of having appropriate finance and inadequate control of net working capital are examples of related concepts [15]. Despite the SMEs' crucial contribution to the socioeconomic development of the nation, it has become difficult for them to secure sources of short- to long-term, flexible finance. There are a number of reasons why SMEs do not have access to credit and finance, including high-risk lending to SMEs, information asymmetry caused by SMEs lending, high administrative transaction costs associated with SMEs financing, and weak institutional and legal structures [16].

3.2.3. Cash flow management. Most SMEs struggle with inadequate cash management since there are no cash budgets in place to anticipate future cash flow issues and other financial concerns [17]. The majority of SMEs are unable to distinguish between cash flow and profit. SMEs prioritize profit over cash flow, which is essential for the long-term viability of the company. When a company's cash flow balance is declared to be positive, it immediately makes substantial purchases without thinking about the post-dated cheques that were issued or the payments that would need to be made later. Businesses only realize they lack the money afterward to meet their responsibilities. SMEs find it difficult to track inflows and outflows of cash because of inadequate cash budgeting and a lack of a business bank account [18]. SMEs concentrate on increasing sales and lowering inventories without taking into account the fact that rising sales are also accompanied by rising debtor levels. If payments are not received as specified in the invoice, the increase in debtors may result in liquidity restrictions. SMEs face a number of difficulties, including bad debts and difficulty paying creditors, which have an impact on the cash flows, profit margins, and liquidity of the company [19]. Operating costs will increase as a result of the difficulties in collecting money from debtors, and the increase in operating costs will affect cash flow. The difficulty of collecting payment from debtors causes an increase in write-off revenue, which places financial limits on the business because of variable expenses and unrecoverable inventories [20].

3.2.4. Financial risk management. A key component of financial management for SMEs is managing financial risk. Among these dangers might be market risk, which is influenced by a number of factors with an emphasis on the level of market competition as a whole. Market risk is the strategic risk that SMEs face when it comes to the long-term retention of current consumers, the acquisition and retention of new clients, the creation of novel products, or the provision of novel services [21]. The only thing that enables SMEs to execute a suitable sales volume that allows them to sustain their market position is a sufficient number of clients. The two primary components of the competitive environment—customers and competitors—have a significant impact on how competitive a company is. The ability to manage finite resources that are challenging to replace gives organizations a competitive advantage, which SMEs must develop if they are to thrive. Among

them is human capital [22]. To succeed and develop, as well as meet customer demand, businesses must be able to innovate new items. Any sort of company's principal objective is to maximize business performance, and managers place high importance on this goal. Because risk is viewed as a crucial component of a company's financial management, the amount of financial risk must be evaluated in terms of how well a firm manages risk in order to make successful financial risk management decisions.

Financial risk is one of the main threats facing SMEs [23]. The main indicators of SME financial risk are challenges in business financing and a lack of funds because the majority of a company's operations are funded by the capital of the owners or managers themselves. This could result in a rise in operational costs and corporate debt due to worries about debt repayment and the ensuing high financial risk. Access to capital is anticipated to raise the bar for a business environment by motivating organizations to pursue more fruitful business prospects.

Competitive advantage and internal SME capabilities have a positive and significant correlation [24]. For SMEs that have been in operation for under five years, this relationship is weaker than it is for more seasoned companies. Innovation has a significant and lasting effect on the company's competitiveness via increasing productivity. As levels of customer happiness and loyalty climb, so does support for the purchasing procedures. One of the key signs that could affect the tighter business environment is support from suppliers and customers in the commercial sector. In a more constricted business climate, the help of corporate clients has a greater impact. Improved risk management is not always a result of long-term relationships between SMEs and their suppliers. Some of the main reasons for business failure include a lack of management planning activities, a lack of working capital, offering customers too much credit, failure to implement rapid outsourcing, market competition, and insufficient monitoring of corporate finances [25]. Other factors may also contribute to an organization's failure. The risk of failure decreases as a manager age and managerial ownership becomes clear. However, if larger management boards and managers are present in other organizations, the likelihood of failure will increase.

3.3. Best practices in financial management for SMEs

Financial management provides SMEs with essential financial competencies, such as knowledge, attitude, and awareness [26]. The ability to make financial decisions grows as a result of the understanding of the financial markets. The knowledge competency helps the owners of SMEs to successfully balance their assets and liabilities, which is a requirement for business liquidity, and for an appropriate financial history, which is essential for the inability to obtain external finance. Owners of SMEs must consider their attitude when deciding whether to take risks. Owners of small and medium-sized businesses can efficiently allocate financial resources to initiatives with higher risks and have expertise in how to use those resources. Financial management is crucial for risk management risk diversification, aiding insufficient financial mixing, and financial management. Analyzing firm financial circumstances and managing financial resources are made easier with awareness. Financial management gives SME owners the knowledge and foresight they need to anticipate future cash flow issues, which is essential to their ability to stay in business [27]. Poor cash

management has an impact on the financial position and liquidity of the organization, and financial management helps to eliminate it. Financial management serves as an analytical tool for future sales estimates, the assets needed to meet demand in the future, and operational costs. Financial management gives SME owners in-depth knowledge of the relationship between the supplier chain, production process, and operational costs. The owners of SMEs who are trained in financial management are able to create a connection between costs and appropriate activity as well as effective cash flow management. Monitoring cash inflows and outflows is crucial to the management of SMEs with constrained financial resources [28]. The tracking of cash inflows and outflows provides SMEs with the necessary data to assess their company's competitiveness and provides a means of ensuring their survival during the first year of operation.

3.4. Technology and financial management for SMEs

The application of technology assists SMEs to remain competitive and plays a vital role in financial management and sustainability. The financial management of SMEs is related to many new developments in different ways [10]. An association between SMEs' financial management and innovation has been found in earlier studies. The impact of innovation on an SME's financial management can be demonstrated using both financial and non-financial metrics. Some advantages of innovation include the capacity for competition, financial accessibility, connectivity, communication, marketing, and export success. However, other commentators hold a different point of view. It has also been suggested that ignoring innovation's potential downsides can ultimately have a negative effect on the environment and lead to uncontrollable firm expansion. Despite worries about possible negative effects, there is a wealth of research showing that innovation has a positive impact on SMEs' financial management [29].

3.4.1. Role of financial software and tools. Financial software and equipment are essential for optimizing financial management procedures for SMEs [30]. These technologies encompass a wide range of applications, such as accounting software, budgeting tools, financial analytics platforms, and cash flow control systems. Financial software saves time and effort by automating repetitive operations, enabling SMEs to concentrate on making strategic decisions. Real-time access to financial records made possible by financial software offers better financial reporting and analysis [31]. Giving SMEs the knowledge they need to make wise business decisions, it provides insights into important financial indicators including revenue, costs, and profitability. Additionally, these systems usually come with capabilities that can be altered to accommodate particular demands of SMEs, offering flexibility and scalability as organizations grow.

3.4.2. Fintech solutions for SMEs. FinTech makes it simple for SMEs to get finance that will enable them to expand their businesses [32]. FinTech firms are essential for providing SMEs with financial support. FinTech today provides more than simply capital finance; it also includes a wide range of other services including digital payments and financial mechanisms. FinTech is essential in enhancing SMEs' success since it increases operational

efficiency. By providing services like non-cash transactions utilizing applications, fintech lowers operating expenses by relieving firms of bank administrative fees. Furthermore, non-collateral loans will give business owners easier access to finance. Financial technology considerably and favorably affects the asset value and capital growth of SMEs. FinTech, however, has no appreciable effects on financial inclusion and stability [33].

3.4.3. Benefits and challenges of adopting financial technology. For SMEs, using financial technology has a number of advantages. First off, by automating manual financial operations, it improves efficiency and production. By reducing processes, errors are less likely to occur and SMEs are given more time to concentrate on their main business operations. The accuracy of financial data and financial transparency are also improved by financial technology. It is simpler to spot potential financial hazards and opportunities when SMEs have access to real-time data that keeps them informed about their financial performance [34]. Thirdly, cost savings are offered by fintech solutions to SMEs. Paperless operations and the usage of digital platforms lower administrative expenses and improve overall cost-effectiveness. Adopting financial technology, though, also poses difficulties for SMEs. The initial cost associated with implementing and integrating these technologies is one of the main obstacles. SMEs may find it challenging to invest in new systems and receive the requisite training to operate them efficiently [35]. The digitization of financial data and transactions also raises cybersecurity issues. To safeguard confidential financial information from potential online dangers, SMEs must give data security first priority. And last, some SMEs can experience opposition to change from staff members accustomed to conventional finance procedures. Successful technology adoption depends on appropriate training and change management techniques. Finally, as technology and financial management merge more and more, SMEs have access to a wide range of tools and solutions to improve their financial management procedures. With the automation, accessibility, and cost-effectiveness that financial software and fintech solutions offer, SMEs may make better decisions, increase transparency, and enhance their financial outcomes [5]. Although using new technology might be difficult, the advantages outweigh the disadvantages, setting up SMEs for greater financial success and growth in the digital age.

3.5. Financial literacy for SME owners

Financial literacy is regarded on a global scale as the basic determinant in business performance, growth, and financial efficiency for SMEs. Financial strategies are goals, patterns, or other approaches designed to improve and optimize financial management in order to achieve corporate objectives [36]. Financial management is made up of these strategies. SME owners find it challenging to differentiate between profit and money in the bank without financial knowledge. SMEs find it challenging to build their businesses because of a lack of financial literacy and inadequate financial planning, which makes it difficult for them to manage their cash inflow and outflow. Owners of SMEs in general lack a thorough understanding of financial accounts and the amount of money required to raise financing. In order to run and grow their operations, SMEs lack the managerial skills necessary [37]. It has a high failure

rate for new business owners because there aren't many organizations that train and assist SME owners in managing and growing their businesses. It is difficult for SMEs to acquire these skills because there are few institutions and little available space. In the context of the current corporate environment, financial literacy is the capacity to effectively manage financial resources across their life cycles and interact with financial products and services. By learning more about financial products and how to evaluate risks and opportunities, investors and SMEs can both gain from improved financial literacy [38]. SMEs who are financially literate and have sufficient resources typically gain access to the loan markets. Because they are financially literate, SMEs can increase their market share, increase profits and sales, and retain more employees. It could be possible to get beyond the financial barriers that prevent SMEs from succeeding through financial literacy. The existence of SMEs depends on being able to provide owners with the knowledge needed to perform financial forecasting and utilize resources efficiently [39]. When one has the correct financial mix and understands how to lower risks, such as through asset diversification and gearing, financial challenges are simpler to solve. Financial literacy aids a company's liquidity by maintaining the right ratio of assets to liabilities. Financial literacy's primary objectives are to increase an SME's assets, decrease their obligations, and increase their net profit. SMEs that are financially literate are better equipped to comprehend how finances and operational success are related. These skills help SMEs better manage their debt, make timely payments to creditors, and maintain correct financial records [40]. SMEs who are financially literate are better equipped to manage their debt, improve their credit status with current and/or potential creditors, and benefit from paying off their loans early. Business owners who are financially literate may be better able to maintain adequate financial accounts and correct accounting records, which is advantageous when trying to access the credit markets. The level of literacy of SMEs in terms of their understanding of all of their financial possibilities has some bearing on their aspirations. Financial literacy is a crucial component in boosting a SMEs performance. The ability of SMEs to create appropriate goals and plans is what defines their performance [41]. The relationship between financial literacy and company resources has a direct impact on how well SMEs perform. Internal assets known as strategic resources are employed to take advantage of opportunities that develop outside of the organization and give it a competitive edge. These resources, which come in both tangible and intangible forms, can be bought with the help of financial resources. As opposed to business expertise, which is regarded an intangible resource, financial and physical resources are considered tangible resources. The performance of SMEs is greatly impacted by financial resources [14]. SMEs lack the financial resources necessary to compete in the market for the newest technologies. Business performance is also impacted by the management and allocation of financial resources. The growth and performance of SMEs depend on financial resource availability, which has a direct impact on how well the business employs its strategic resources [42]. For a company to succeed and thrive, competitive human resources are crucial. Human capital comes in two forms: knowledge and experience. SMEs perform well when their human capital includes financial knowledge. SMEs with a grasp of finance have the skill

set necessary to communicate with a variety of investors, including angel investors, capital investors, and financial institutions. Human resources play an important role in the growth and success of SMEs. Strategic, financial, and human resource management that is efficient is essential for SMEs to be innovative and productive [43].

3.6. Government policies and support for SME

A business cannot survive successfully in its early stages for a variety of reasons, including a lack of experience, being new to the market, and having a small customer base. The main determinant in the growth of newly founded businesses is government support. It is hardly unexpected that governments all across the world have expressed a keen interest in funding projects. Additionally, SMEs may rely on government assistance at different points in their business cycles, including for starting, ongoing operational activities, and even process innovation [44]. The effectiveness of SMEs in terms of innovation and new technology is impacted by government incentives, both directly and indirectly. As a result, it is frequently advised that SMEs strengthen their networking by forming positive relationships with political and governmental institutions in order to gain access to valuable resources or to avoid the negative effects of government policies that can negatively affect SMEs [45]. According to social network theory, a company with close relationships with suppliers, political organizations, and customers may be able to access rare resources more affordably, improving its performance. Despite the fact that historically government support for industrial growth was disregarded, recently the government has shown a keen interest in industrial development by investing in R&D and technology. Recent research has demonstrated the importance of government support from this perspective in SMEs' performance. For instance, it has been thoroughly explored that SMEs operating in developing markets like Pakistan are encouraged to retain their financial performance and competitive position. Entrepreneurial characteristics do not directly influence how well a firm performs; government support does. Although financial assistance from the Korean government helped Korean SMEs survive over the long term, it wasn't always beneficial for increased productivity and profitability [46]. Government assistance also enables businesses to take advantage of entrepreneurial prospects on a local and global scale, greatly improving business success. In transition economies, government support has a strong beneficial impact on SME performance and a significant negative impact on new venture performance. The effectiveness of a corporation is directly correlated with government backing, and this link has increased the advantages of various market entry techniques. In addition, a number of other studies have addressed how crucial government assistance is to the development and profitability of newly founded businesses [47].

3.7. Case studies: successful financial management in SMEs

3.7.1. Real-world examples of SMEs with effective financial management practices

3.7.1.1. Case study 1: Fanella (a software development startup). Fanella is a promising software development startup that exemplifies effective financial management practices. The employer, founded by way of three young marketers, commenced as a small-scale operation with restrained financial sources. However, via prudent economic making plans and

strategic selection-making, Fanella effectively navigated the aggressive tech industry and completed a widespread increase. One key aspect of their financial management success was their emphasis on cash flow management. They implemented rigorous invoicing and payment tracking systems to ensure timely collections and payments. This allowed them to maintain a healthy cash flow, enabling them to fund their operations and investments without relying heavily on external financing. Additionally, Fanella adopted a conservative debt management approach. Rather than burdening themselves with high-interest loans, they utilized bootstrapping and reinvested profits into their business expansion. By maintaining a low debt-to-equity ratio, they safeguarded their financial stability and minimized financial risks [48].

3.7.1.2. Case study 2: Wandegeya business centre, Kampala (a family-owned SME). Wandegeya business centre, Kampala, a family-owned SME specializing in custom metal fabrication, illustrates the significance of financial planning and budgeting in achieving sustainable growth. Despite facing market fluctuations and economic downturns, Wandegeya business centre, Kampala maintained steady financial performance over the years. The company's success can be attributed to its rigorous financial planning process. They formulated detailed budgets, setting revenue and expense targets for each quarter and year. Regular monitoring and analysis of financial performance against budgeted figures allowed them to identify cost overruns and revenue shortfalls promptly. This enabled Wandegeya business centre, Kampala to implement corrective measures, such as cost-cutting initiatives or diversifying revenue streams, to ensure financial stability [49].

3.7.2. Lessons learned from these case studies

1. *Emphasize Cash Flow Management:* The case studies demonstrate the critical importance of effective cash flow management. SMEs have to prioritize timely invoicing, green price collections, and prudent cash go with the flow forecasting to ensure enough liquidity for daily operations and funding opportunities.

2. *Conservative Debt Management:* SMEs need to be cautious approximately taking on immoderate debt, particularly inside the early degrees of their operations. Maintaining a healthy debt-to-fairness ratio and exploring alternative investment sources can mitigate monetary dangers and enhance lengthy-term monetary balance.

3. *Rigorous Financial Planning and Budgeting:* Case research emphasize the importance of thorough monetary making plans and budgeting. SMEs should set clear financial goals, create detailed budgets, and regularly monitor their financial performance to make data-driven decisions and adapt to market dynamics.

4. *Proactive Decision-Making:* Successful SMEs take a proactive approach to financial management. They identify potential risks, seize growth opportunities, and implement strategic measures to optimize their financial resources effectively.

5. *Long-Term Focus:* Both case studies exemplify the value of long-term financial focus. SMEs with a vision for sustainable growth and financial stability are more likely to endure challenges and achieve success over time.

In conclusion, the case studies of Fanella and Wandegeya business centre, Kampala provide valuable insights into effective financial management practices for SMEs. The training discovered underscore the significance of coins flow

management, conservative debt control, rigorous financial making plans, proactive selection-making, and a protracted-term monetary recognition. By adopting these practices, SMEs can improve their monetary overall performance, reap sustainable growth, and navigate the complexities of the commercial enterprise landscape with confidence.

3.8. Future trends in financial management for SMEs

3.8.1. Emerging technologies and their impact. The future of financial management for SMEs will be significantly influenced by emerging technologies that are transforming the financial landscape. One such technology is Artificial Intelligence (AI), which is revolutionizing various financial processes. AI-powered financial management software can automate bookkeeping, financial analysis, and budgeting tasks, enabling SMEs to streamline their financial operations and improve accuracy.

Another crucial technology is blockchain, offering secure and transparent transactional systems. Blockchain can enhance financial data integrity, facilitate faster cross-border transactions, and reduce the need for intermediaries. This technology holds potential for transforming payment systems and improving supply chain finance, benefiting SMEs with improved efficiency and reduced costs.

Moreover, the Internet of Things (IoT) can impact financial control by offering actual-time statistics from connected gadgets, including stock control systems or manufacturing equipment. These records can enhance stock forecasting, maintenance planning, and operational performance, main to better economic making plans and useful resource allocation for SMEs.

3.8.2. Regulatory changes affecting SMEs. The future of financial management for SMEs will also be shaped by evolving regulatory environments. Governments worldwide are focusing on strengthening financial regulations and promoting transparency, particularly after the global financial crisis. SMEs need to stay abreast of changing compliance requirements, tax regulations, and reporting standards to ensure full compliance and avoid potential penalties.

Furthermore, environmental, social, and governance (ESG) reporting is gaining prominence. Regulators and investors are increasingly emphasizing sustainability and responsible business practices. SMEs that incorporate ESG principles into their financial management and reporting will not only enhance their reputation but also attract socially responsible investors.

3.8.3. Forecasting challenges and opportunities. Future trends in financial management for SMEs will present both challenges and opportunities in forecasting. As markets become more complex and volatile, forecasting becomes challenging due to the uncertainty of economic conditions and consumer behavior.

However, advanced data analytics and predictive modeling tools offer SMEs opportunities to improve their forecasting accuracy. Big data analytics can help SMEs identify patterns and trends, making better-informed predictions about market demand, customer preferences, and revenue projections.

Moreover, the integration of AI and machine learning algorithms into financial forecasting can provide SMEs with more sophisticated insights. These technologies can analyze historical financial data, market trends, and external factors to generate accurate forecasts and scenario planning.

Additionally, the rise of alternative data sources, such as social media data or satellite imagery, provides new avenues for gathering insights and improving forecasting models. SMEs that embrace these technologies and data sources can gain a competitive advantage in their financial planning and decision-making.

In conclusion, future trends in financial management for SMEs will be shaped by emerging technologies, regulatory changes, and advancements in forecasting techniques. Embracing AI, blockchain, IoT, and other transformative technologies can enhance financial efficiency and decision-making for SMEs. Staying updated with regulatory changes and adopting ESG principles will ensure compliance and reputation enhancement. Despite forecasting challenges, SMEs can leverage data analytics and predictive modeling tools to make better-informed financial projections. By embracing these future trends, SMEs can position themselves for success in an ever-evolving financial landscape.

3.9. Discussion

3.9.1. Recap of the importance of financial management in SMEs. Financial control plays a pivotal function within the success and sustainability of Small and Medium-sized Enterprises (SMEs). Effective monetary control lets in SMEs to allocate their constrained assets efficaciously, make informed enterprise choices, and navigate economic demanding situations with self-assurance. It enables SME owners to assess their financial health, set clear financial goals, and monitor progress toward achieving them. By maintaining sound financial practices, SMEs can enhance their credibility among stakeholders, attract external financing, and seize growth opportunities. Ultimately, financial management empowers SMEs to achieve long-term financial stability and thrive in a competitive business environment.

3.9.2. Key challenges and best practices highlighted.

Throughout this review paper, several key challenges and best practices in financial management for SMEs were highlighted.

Challenges:

1. *Limited financial resources and capital:* SMEs face constraints in accessing sufficient funds for growth and development.
2. *Access to financing and credit:* SMEs encounter difficulties in securing loans and financing from traditional institutions.
3. *Cash flow management:* Maintaining a steady cash flow is challenging for SMEs, affecting day-to-day operations.
4. *Debt management:* Managing debt responsibly while balancing growth ambitions is a delicate challenge for SMEs.
5. *Financial risk management:* SMEs must identify and mitigate various financial risks to safeguard their financial stability.

Best Practices:

1. *Budgeting and forecasting:* Creating comprehensive budgets and forecasts aids SMEs in resource allocation and strategic planning.
2. *Financial reporting and analysis:* Regular financial reporting and analysis enable data-driven decision-making.
3. *Working capital management:* Efficiently managing working capital ensures smooth business operations.
4. *Investment appraisal and decision-making:* Rigorous evaluation of investment opportunities helps prioritize growth initiatives.

5. *Financial planning and strategy:* Aligning financial planning with business strategy enhances financial performance and competitiveness.

3.9.3. Recommendations for improving financial management in SMEs. To further improve financial management in SMEs, several recommendations can be implemented:

1. *Enhance Financial Literacy:* Governments and industry associations should invest in financial education programs for SME owners to improve their financial literacy and decision-making abilities.
2. *Leverage Technology:* SMEs should embrace financial software, fintech solutions, and data analytics to streamline financial processes, access real-time data, and enhance forecasting accuracy.
3. *Seek Financial Advisory Services:* SMEs should seek professional financial advisory services to gain expert insights and guidance on financial planning, risk management, and growth strategies.
4. *Foster Collaboration:* Governments, financial institutions, and industry associations should collaborate to establish mentorship programs and financing initiatives that benefit SMEs.
5. *Monitor Regulatory Changes:* SMEs should remain informed about regulatory changes and adapt their financial practices to ensure compliance and take advantage of incentives.
6. *Strengthen Financial Controls:* Implementing sturdy economic controls, such as normal audits and segregation of duties, ensures transparency and reduces the risk of economic mismanagement.
7. *Prioritize Long-Term Planning:* SMEs must attention on long-term economic planning and sustainable increase strategies, avoiding short-term decision-making which could compromise their financial stability.

3.9.4. Limitation of this study

1. *Limited Generalizability:* The paper may focus primarily on a specific region or industry, which can limit the generalizability of its findings. SMEs in different geographical locations or industries may face unique challenges and opportunities not addressed in the paper.
2. *Data Sources:* The paper relies on case studies and insights from real-world examples. These sources may not provide a comprehensive and representative view of all SMEs, as successful practices and government support can vary widely across different contexts.
3. *Future Trends Speculation:* While the paper discusses future trends, such as emerging technologies and regulatory changes, it does not provide concrete evidence or data on how these trends currently impact financial management in SMEs. It may benefit from more empirical research in this regard.
4. *Lack of Quantitative Analysis:* The paper primarily focuses on qualitative aspects of financial management in SMEs and lacks quantitative analysis or statistical data. Quantitative data could provide a more robust foundation for the paper's conclusions and recommendations.

4. Conclusions

So, it is possible to conclude that monetary management is a critical thing of SMEs' achievement. By addressing challenges and imposing first-rate practices, SMEs can

optimize their monetary performance, make informed decisions, and function themselves for lengthy-term increase and prosperity. Embracing technological advancements, seeking financial advice, and staying updated on regulatory changes will further enhance SMEs' financial management practices. As governments and industry stakeholders continue to support SMEs with resources and programs, the future looks promising for SME financial management, driving economic growth and innovation.

Conflict of interest

The authors declare that they have no conflict of interest in relation to this study, including financial, personal, authorship, or any other, that could affect the study and its results presented in this article.

Financing

Presentation of research in the form of publication through financial support in the form of a grant «Scientific Developments Applicable to the Reconstruction of Ukraine» from the publisher PC TECHNOLOGY CENTER (Kharkiv, Ukraine).

Data availability

The manuscript has no associated data.

References

- Olowofela, O., Kuforiji, O., Odekeye, O., Olaiya, K. I. (2022). Financial Inclusion and Growth of Small and Medium Sized Enterprises: Evidence from Nigeria. *Izvestiya Journal of the University of Economics – Varna*, 66 (3-4), 198–212. doi: <https://doi.org/10.56065/ijuev2022.66.3-4.198>
- Dewi, G. C., Yulianah, Y., Alimbudiono, R. S., Kurniawan, D. (2023). Application of Business Strategy to Create Competitive Advantage in Indonesian Micro, Small and Medium Enterprises. *Jurnal Manajemen Bisnis*, 10 (1), 77–83.
- Adjei-Boateng, E. S. (2023). A Literature Review on Management Practices among Small and Medium-Sized Enterprises. *Journal of Engineering Applied Science and Humanities*, 8 (1), 1–23.
- Mbaye, M. H. (2023). *Effective working Capital Management Practice and SMEs' financial performance: The case of SMEs operating in the service and construction sectors in Senegal*. University of Wales Trinity Saint David.
- Hendayani, N., Muzakir, M., Yuliana, Y., Asir, M., Wahab, A. (2022). Best Practice of Financial Management in SMEs Operation in Digital times. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5 (1), 3350–3361.
- Nunden, N., Abbana, S., Marimuthu, F., Sentoo, N. (2022). An assessment of management skills on capital budgeting planning and practices: evidence from the small and medium enterprise sector. *Cogent Business & Management*, 9 (1). doi: <https://doi.org/10.1080/23311975.2022.2136481>
- Casagrande, F. (2020). *The Chinese online market: opportunities and challenges for Italian SMEs*. Università Ca' Foscari Venezia.
- Helmold, M., Samara, W. (2019). *Progress in performance management*. Springer International Publishing. doi: <https://doi.org/10.1007/978-3-030-20534-8>
- Lu, J., Shon, J., Zhang, P. (2019). Understanding the Dissolution of Nonprofit Organizations: A Financial Management Perspective. *Nonprofit and Voluntary Sector Quarterly*, 49 (1), 29–52. doi: <https://doi.org/10.1177/0899764019872006>
- Zada, M., Yukun, C., Zada, S. (2019). Effect of financial management practices on the development of small-to-medium size forest enterprises: insight from Pakistan. *GeoJournal*, 86 (3), 1073–1088. doi: <https://doi.org/10.1007/s10708-019-10111-4>
- Halim, H. A., Zainal, S. R. M., Ahmad, N. H. (2022). Strategic Foresight and Agility: Upholding Sustainable Competitiveness Among SMEs During COVID-19 Pandemic. *International Journal of Economics & Management*, 16, 81–97. doi: <https://doi.org/10.47836/ijeamsi.16.1.006>
- Teka, B. M. (2022). Determinants of the sustainability and growth of micro and small enterprises (MSEs) in Ethiopia: literature review. *Journal of Innovation and Entrepreneurship*, 11 (1). doi: <https://doi.org/10.1186/s13731-022-00261-0>
- Haji Karimian, S. (2023). *Productivity in road pavement maintenance & rehabilitation projects: perspectives of New Zealand roading contractors on the constraints and improvement measures*. Massey University.
- Zarrouk, H., Sherif, M., Galloway, L., Ghak, T. E. (2020). Entrepreneurial Orientation, Access to Financial Resources and SMEs' Business Performance: The Case of the United Arab Emirates. *The Journal of Asian Finance, Economics and Business*, 7 (12), 465–474. doi: <https://doi.org/10.13106/jafeb.2020.vol7.no12.465>
- Simon-Oke, O. O. (2020). Working Capital Management – Performance Relationship: A Study of Small and Medium Enterprises in Akure, Nigeria. *International Journal of Small Business and Entrepreneurship Research*, 8 (2), 32–42. doi: <https://doi.org/10.37745/ijbsber.vol8.no.2p32-42.2020>
- Baloyi, F., Khanyile, M. B. (2022). Innovative mechanisms to improve access to funding for the black-owned small and medium enterprises in South Africa. *The Southern African Journal of Entrepreneurship and Small Business Management*, 14 (1). doi: <https://doi.org/10.4102/sajesbm.v14i1.578>
- Ramli, A., Yekini, L. S. (2022). Cash Flow Management among Micro-Traders: Responses to the COVID-19 Pandemic. *Sustainability*, 14 (17), 10931. doi: <https://doi.org/10.3390/su141710931>
- Wadesango, N., Tinarwo, N., Sitcha, L., Machingambi, S. (2019). The impact of cash flow management on the profitability and sustainability of small to medium sized enterprises. *International Journal of Entrepreneurship*, 23 (3), 1–19.
- Nkwinika, S. E. R., Mashau, P. (2020). Evaluating the financial challenges affecting the competitiveness of small businesses in South Africa. *Gender and Behaviour*, 18 (1), 15151–15162.
- Fred, M. U. G. A. R. U. R. A. (2021). *Effects of accounts receivable management on the financial performance of construction companies in Rwanda: A case of NPD Ltd*. University of Rwanda.
- Yeon, G., Hong, P. C., Elangovan, N., Divakar, G. M. (2022). Implementing strategic responses in the COVID-19 market crisis: a study of small and medium enterprises (SMEs) in India. *Journal of Indian Business Research*, 14 (3), 319–338. doi: <https://doi.org/10.1108/jibr-04-2021-0137>
- Dwikat, S. Y., Arshad, D., Mohd Shariff, M. N. (2023). Effect of Competent Human Capital, Strategic Flexibility and Turbulent Environment on Sustainable Performance of SMEs in Manufacturing Industries in Palestine. *Sustainability*, 15 (6), 4781. doi: <https://doi.org/10.3390/su15064781>
- Grondys, K., Ślusarczyk, O., Hussain, H. I., Androniceanu, A. (2021). Risk Assessment of the SME Sector Operations during the COVID-19 Pandemic. *International Journal of Environmental Research and Public Health*, 18 (8), 4183. doi: <https://doi.org/10.3390/ijerph18084183>
- Farida, I., Setiawan, D. (2022). Business Strategies and Competitive Advantage: The Role of Performance and Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 8 (3), 163. doi: <https://doi.org/10.3390/joitmc8030163>
- Cantú, A., Aguiñaga, E., Scheel, C. (2021). Learning from Failure and Success: The Challenges for Circular Economy Implementation in SMEs in an Emerging Economy. *Sustainability*, 13 (3), 1529. doi: <https://doi.org/10.3390/su13031529>
- Rosyadah, K. (2020). The influence of financial knowledge, financial attitudes and personality to financial management behavior for micro, small and medium enterprises typical food of coto makassar. *JHSS (Journal of Humanities and Social Studies)*, 4 (2), 152–156. doi: <https://doi.org/10.33751/jhss.v4i2.2468>
- Morales, R. P. (2023). Financial Literacy of Micro Entrepreneurs in Daet, Camarines Norte. *Iconic research and engineering journals*, 6 (12), 114–141.

28. Islam, A., Mansoor, A., Rahman, M., Abd Wahab, S. (2020). Adjusting a strategic cash-flow model for bangladeshi small and medium enterprises: the art of surviving COVID-19 emergency. *Business Excellence and Management, S.I. (1)*, 194–213. doi: <https://doi.org/10.24818/beman/2020.s.i.1-16>
29. Du, L., Razzaq, A., Waqas, M. (2022). The impact of COVID-19 on small- and medium-sized enterprises (SMEs): empirical evidence for green economic implications. *Environmental Science and Pollution Research, 30 (1)*, 1540–1561. doi: <https://doi.org/10.1007/s11356-022-22221-7>
30. Gao, J. (2022). Research on Financial Management Informatization Mode of SME under Cloud Computing. *International Journal of Science and Research (IJSR), 11 (7)*, 793–796. doi: <https://doi.org/10.21275/sr22712093816>
31. Kotios, D., Makridis, G., Walser, S., Kyriazis, D., Monferrino, V. (2022). Personalized finance management for smes. *Big Data and Artificial Intelligence in Digital Finance*. Springer, 215–232. doi: https://doi.org/10.1007/978-3-030-94590-9_12
32. Utami, N., Sitanggang, M. L. (2021). The Effect of Fintech Implementation on The Performance of SMEs. *Journal of International Conference Proceedings, 4 (3)*, 407–417. doi: <https://doi.org/10.32535/jicp.v4i3.1342>
33. Muthuswamy, V. V., Sharma, A. (2023). Role of Emerging Financial Technology on Environmental and Social Governance of Textile Companies in Saudi Arabia. *Cuadernos de Economía, 46 (130)*, 64–72.
34. Alkhawaldeh, B. Y., Alhawamdeh, H., Al-Afeef, M. A. M., Al-Smadi, A. W., Almarshad, M., Fraihat, B. A. M., Soumadi, M. M., Nawasra, M., Alaa, A. A. (2023). The effect of financial technology on financial performance in Jordanian SMEs: The role of financial satisfaction. *Uncertain Supply Chain Management, 11 (3)*, 1019–1030. doi: <https://doi.org/10.5267/j.uscm.2023.4.020>
35. Masood, T., Sonntag, P. (2020). Industry 4.0: Adoption challenges and benefits for SMEs. *Computers in Industry, 121*, 103261. doi: <https://doi.org/10.1016/j.compind.2020.103261>
36. Tuffour, J. K., Amoako, A. A., Amartey, E. O. (2020). Assessing the Effect of Financial Literacy Among Managers on the Performance of Small-Scale Enterprises. *Global Business Review, 23 (5)*, 1200–1217. doi: <https://doi.org/10.1177/0972150919899753>
37. Utami, E. S., Aprilia, M. R., Putra, I. C. A. (2021). Financial literacy of micro, small, and medium enterprises of consumption sector in Probolinggo city. *Jurnal Manajemen Dan Kewirausahaan, 23 (1)*, 10–17. doi: <https://doi.org/10.9744/jmk.23.1.10-17>
38. Oppong, C., Salifu Atchulo, A., Akwaa-Sekyi, E. K., Grant, D. D., Kpegba, S. A. (2023). Financial literacy, investment and personal financial management nexus: Empirical evidence on private sector employees. *Cogent Business & Management, 10 (2)*. doi: <https://doi.org/10.1080/23311975.2023.2229106>
39. Balen, J., Nojeem, L., Bitala, W., Junta, U., Browndi, I. (2023). Essential Determinants for Assessing the Strategic Agility Framework in Small and Medium-sized Enterprises (SMEs). *European Journal of Scientific and Applied Sciences, 10 (2023)*, 2124–2129.
40. Mutamimah, M., Tholib, M., Robiyanto, R. (2021). Corporate governance, credit risk, and financial literacy for small medium enterprise in Indonesia. *Business: Theory and Practice, 22 (2)*, 406–413. doi: <https://doi.org/10.3846/btp.2021.13063>
41. Kitsios, F., Kamariotou, M. (2019). Strategizing information systems: An empirical analysis of IT alignment and success in SMEs. *Computers, 8 (4)*, 74. doi: <https://doi.org/10.3390/computers8040074>
42. Memon, A., Yong An, Z., Memon, M. Q. (2019). Does financial availability sustain financial, innovative, and environmental performance? Relation via opportunity recognition. *Corporate Social Responsibility and Environmental Management, 27 (2)*, 562–575. Portico. doi: <https://doi.org/10.1002/csr.1820>
43. Rodrigues, M., Franco, M., Silva, R., Oliveira, C. (2021). Success Factors of SMEs: Empirical Study Guided by Dynamic Capabilities and Resources-Based View. *Sustainability, 13 (21)*, 12301. doi: <https://doi.org/10.3390/su132112301>
44. Bakhtiari, S., Breunig, R., Magnani, L., Zhang, J. (2020). Financial Constraints and Small and Medium Enterprises: A Review. *Economic Record, 96 (315)*, 506–523. doi: <https://doi.org/10.1111/1475-4932.12560>
45. García-Pérez-de-Lema, D., Madrid-Guijarro, A., Duréndez, A. (2022). Operating, financial and investment impacts of Covid-19 in SMEs: Public policy demands to sustainable recovery considering the economic sector moderating effect. *International Journal of Disaster Risk Reduction, 75*, 102951. doi: <https://doi.org/10.1016/j.ijdrr.2022.102951>
46. Agwaniru, A. (2023). *ICT as a Strategy for Sustainable Small and Medium Enterprises in Nigeria*. California Baptist University.
47. Balaji, M., Dinesh, S. N., Raja, S., Subbiah, R., Manoj Kumar, P. (2022). Lead time reduction and process enhancement for a low volume product. *Materials Today: Proceedings, 62*, 1722–1728. doi: <https://doi.org/10.1016/j.matpr.2021.12.240>
48. Aruho, A. (2021). *Impact of financial management practices on the performance of small and medium enterprises (SMEs) in Uganda: case study of Wandegaya business centre, Kampala*. Makerere University.
49. Nurmadewi, D., Mahendrawathi, E. R. (2019). Analyzing Linkage Between Business Process Management (BPM) Capability and Information Technology: A Case Study in Garment SMEs. *Procedia Computer Science, 161*, 935–942. doi: <https://doi.org/10.1016/j.procs.2019.11.202>

✉ **Engine Nkwinka**, Doctor of Business Administration, Johannesburg Business School, University of Johannesburg, Johannesburg, South Africa, e-mail: sthembison@uj.ac.za, ORCID: <https://orcid.org/0000-0001-7626-4051>

Segun Akinola, PhD in Electrical/Electronic Engineering, Johannesburg Business School, University of Johannesburg, Johannesburg, South Africa, ORCID: <https://orcid.org/0000-0003-1565-7825>

 ✉ **Corresponding author**