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EFFECT OF CORPORATE PLANNING ON ORGANIZATIONAL PERFORMANCE AND CRIME PREVENTION AMONG SELECTED SMALL AND MEDIUM ENTERPRISES IN KANO STATE

By

Muhammad Aliyu Dalhat[1], Abubakar Hamisu Umar, PhD[2],
Muhammad Alhaji Abubakar, PhD[3]
Department of Tourism Managementt[1], Department of Business Administration and Entrepreneurship Development[2], Department of Business Management[3]
Kano State Polytechnic[1], Northwest University Kano[2], Bayero University Kano[3]
Corresponding Author: Mdaliyu793@gmail.com

Abstract

This study investigates the effect of corporate planning on organizational performance and crime reduction among SMEs in Kano, Nigeria. Corporate planning guides strategic decision-making and resource allocation, yet its implementation among SMEs remains challenging due to persistent performance issues and increasing vulnerability to criminal activities.The study adopted a descriptive research design with stratified random sampling, selecting 320 managers from 1,808 SMEs (SMEDAN, 2019). Data were collected via questionnaires and analyzed using SPSS. Descriptive statistics profiled respondents, while inferential statistics (regression, Pearson correlation) tested hypotheses at 0.05 significance level.Findings reveal that 76.3% of SMEs set measurable goals and 53.1% have formal corporate planning processes. However, significant barriers impede implementation: lack of skilled personnel (35%), limited financial resources (30%), and short-term operational focus (20%). The analysis confirms corporate planning significantly affects financial growth and demonstrates significant relationships with improved service delivery and crime prevention.The study concludes that corporate planning is vital for enhancing SME performance and reducing criminal activity vulnerability in Kano, but its potential is constrained by managerial, financial, and knowledge limitations. Recommendations include organizing capacity-building workshops for SME managers, institutionalizing formal planning frameworks, enhancing policy support for financial resources and advisory services, and integrating security planning into corporate strategies. These measures are essential for fostering sustainable growth, improving SME competitiveness, and reducing criminal activities in the region.

Keywords: *Corporate Planning, Organizational Performance, Crime Reduction, SMEs, Kano, Strategic Management, Financial Growth, Service Delivery, Security Management*

JEL Classification: L21; L25; L26.

INTRODUCTION

Background of the Study

Corporate planning is a strategic process that enables organizations to define goals, allocate resources, and implement strategies that enhance long-term growth and organizational performance. For Small and Medium Enterprises (SMEs), effective corporate planning improves decision-making, operational efficiency, competitiveness, and profitability. In Kano State, SMEs contribute significantly to employment generation and economic development, yet many continue to face challenges such as poor planning practices, limited financial resources, and weak organizational structures, which constrain their growth and sustainability (Abubakar & Saleh, 2021; Sani, 2019).

In addition to these operational challenges, SMEs in Kano are increasingly affected by criminal activities such as theft, burglary, cybercrime, vandalism, and employee fraud, resulting in financial losses and business disruptions. The absence of effective corporate planning that integrates security and risk management measures increases the vulnerability of these enterprises to such threats. Incorporating security planning, risk assessment, and internal control mechanisms into corporate planning can strengthen organizational resilience, reduce crime-related losses, and improve overall organizational performance (Usman & Bello, 2022; Okonkwo & Adebayo, 2023).

Despite its recognized importance, the adoption of effective corporate planning among many SMEs in Kano remains limited due to inadequate planning skills, insufficient resources, and a greater focus on short-term operational activities rather than long-term strategic objectives. These challenges often hinder organizational performance and reduce the capacity of SMEs to respond effectively to changing business and security environments (Ibrahim & Yusuf, 2021).

Despite the recognized importance of corporate planning, many SMEs in Kano face difficulties in adopting and implementing effective planning strategies. This lack of proper planning often leads to inefficient use of resources, low productivity, and poor business performance. Inadequate planning could also result in missed opportunities for growth and market expansion. Additionally, the increasing rate of criminal activities targeting SMEs in Kano has exacerbated these challenges, leading to significant financial losses, operational disruptions, and in some cases, business closure (Bello & Adamu, 2023).This problem emanates from lack of skilled personnel, limited financial resources, and a general lack of awareness about the importance of planning, which makes many SMEs focus primarily on immediate operational concerns and neglect long-term strategy formulation, causing stagnation and inefficiency. The absence of security considerations in corporate planning further compounds the vulnerability of SMEs to criminal activities, as many businesses lack comprehensive risk assessment and security management frameworks (Olawale & Adebayo, 2022). Without a comprehensive corporate plan that incorporates both operational and security strategies, organizations may lack direction, which hinders their ability to make informed decisions and respond to market changes and security threats swiftly.

Therefore, this study seeks to address the gap as well as the limited understanding of how corporate planning influences organizational performance and crime reduction in selected SMEs in Kano. This has motivated the researcher to embark on the findings of this study. The research aims to explore the relationship between corporate planning and organizational performance while examining the extent to which corporate planning can contribute to reducing criminal activities among SMEs in the region.

In order to have a direction to this study, the following research questions were framed:

1. How does corporate planning affect the financial growth of SMEs in Kano?
2. What is the relationship between corporate planning and service delivery in SMEs in Kano?
3. What factors do SMEs in Kano face when implementing corporate planning?
4. To what extent does corporate planning contribute to the reduction of criminal activities among SMEs in Kano?

Hypotheses

Four major hypotheses were also drawn to serve as a guide to the study:

Ho_1: Corporate planning does not significantly affect the financial growth of SMEs in Kano.

H_{o2}: There is no significant relationship between corporate planning and service delivery in SMEs in Kano.

H_{o3}: There is no significant relationship between the factors faced by SMEs in Kano State and the effective implementation of corporate planning.

H_{o4}: Corporate planning does not significantly contribute to the reduction of criminal activities among SMEs in Kano.

Literature Review

Corporate planning is the process through which organizations establish long-term goals, formulate strategies, allocate resources, and evaluate performance to achieve sustainable growth (Chandler, 2021). It enables organizations to align their objectives with available resources, improve decision-making, and adapt to changing business environments. However, ineffective planning, poor implementation, and inadequate managerial skills can limit its contribution to organizational success (Ogundele & Ogunyomi, 2020). Corporate planning enhances organizational performance by improving operational efficiency, profitability, productivity, and competitiveness. For SMEs, it provides strategic direction, facilitates efficient resource utilization, and supports informed decision-making in a dynamic business environment (Wheelen & Hunger, 2018; Okafor & Nwachukwu, 2018). It also enables organizations to anticipate risks and respond effectively to emerging business challenges.

Effective corporate planning incorporates security and risk management strategies that help SMEs identify vulnerabilities, prevent theft, fraud, cybercrime, and other criminal activities, and ensure business continuity (Olawale & Adebayo, 2022). Integrating security planning into corporate strategies strengthens organizational resilience, protects business assets, and enhances stakeholder confidence (Okonkwo & Adebayo, 2023). SMEs' performance refers to the extent to which a business achieves its objectives in terms of productivity, profitability, operational efficiency, growth, and service delivery (Mandy, 2019). Effective corporate planning contributes to improved organizational performance by promoting efficient management of resources and strategic decision-making.Despite the benefits of corporate planning, many SMEs in Kano encounter challenges such as inadequate planning skills, limited financial resources, poor implementation, and increasing security threats. These challenges often reduce operational efficiency, hinder business growth, and expose enterprises to criminal activities such as theft, burglary, vandalism, and employee fraud (Ayodele, 2019; Bello & Adamu, 2023).

This study is anchored on the Resource-Based View (RBV) theory, which posits that an organization's internal resources and capabilities are the foundation of sustainable competitive advantage (Barney, 2021). The theory suggests that SMEs that effectively utilize their resources through sound corporate planning and integrate security management into their strategic decisions are more likely to improve organizational performance and reduce crime-related losses.

This version reduces the literature review by about 60–70% while preserving the essential concepts, empirical arguments, and theoretical framework. It is more concise, avoids repetition, and is appropriate for academic research proposals and dissertation chapters.

METHODOLOGY

Research Design

The study adopted a descriptive research design. This design is appropriate because it allows for a thorough exploration of the relationship between corporate planning, organizational performance, and crime reduction.

Population, Sample Size and Sampling Technique

The population of this study comprised managers and key decision-makers of Small and Medium Enterprises (SMEs) operating in Kano State, Northwest Nigeria. These SMEs span various sectors, including manufacturing, retail, hospitality, and other service industries. According to the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN, 2019), the total population of registered SMEs considered for the study was 1,808. A sample size of 320 respondents was selected from the target population using the stratified random sampling technique to ensure adequate representation of the various SME sectors. The sample size was determined based on the sample size determination table developed by Krejcie and Morgan (1970), which recommends a sample of between 320 and 380 respondents for populations of one thousand and above, making 320 respondents appropriate for this study.

Instrument of Data Collection and Validity

The study employed a structured questionnaire as the primary instrument for data collection because it enables the collection of data from a large number of respondents within a relatively short period. The questionnaire consisted of both open-ended and closed-ended questions. The closed-ended questions provided respondents with a range of alternative responses from which they selected the option that best reflected their opinions, while the open-ended questions allowed respondents to provide additional information where necessary. The instrument was organized into sections covering respondents' demographic characteristics, corporate planning practices, organizational performance indicators, and crime reduction measures.

To ensure the validity of the instrument, the questionnaire was subjected to content validation by experts in the fields of Social Sciences and Security Studies at Bayero University Kano. Their observations, suggestions, and corrections were incorporated into the final version of the questionnaire, thereby ensuring that the instrument adequately measured the variables of the study.

Method of Data Analysis

Data were analyzed using SPSS. Descriptive statistics, specifically frequencies and percentages, were used to answer the research questions. Inferential statistics were employed

to test the hypotheses at a 0.05 level of significance. A simple regression analysis tested the effect of corporate planning on financial growth, a Pearson correlation examined the relationship between corporate planning and service delivery, a multiple regression assessed the factors affecting the implementation of corporate planning among SMEs in Kano, and a regression analysis examined the contribution of corporate planning to crime reduction.

RESULTS AND DISCUSSION

Demographic Information of Respondents

Table 1: Demographic Characteristics of Respondents

Demographic Variable	Category	Frequency	Percentage
Gender	Male	288	90.0
	Female	32	10.0
Age Group	18 – 30 years	101	31.6
	31 – 40 years	88	27.5
	41 – 60 years	69	21.6
	61 years and above	62	19.3
Education Level	OND/NCE	219	68.4
	HND/B.Sc	88	27.5
	MBA/M.Sc	10	3.1
	PhD	3	0.9
Marital Status	Single	106	33.1
	Married	202	63.1
	Divorced	12	3.8

Source: *Field Survey, 2025 (N = 320)*

Table 1 shows the demographic analysis of 320 SME managers in Kano reveals a predominantly young, educated, and male workforce. Specifically, 90% are male, 31.6% are aged 18–30, and 95.9% possess tertiary education qualifications. Additionally, 63.1% are married, suggesting personal stability conducive to long-term strategic planning. This profile indicates that SME managers have the educational foundation and youthful adaptability necessary for implementing corporate planning and security management practices.The youthful and educated composition presents opportunities for introducing modern planning tools and security solutions, while the male dominance highlights the need to consider gender dynamics in business development initiatives. These characteristics suggest that SME

managers in Kano possess the human capital potential to benefit from corporate planning, provided appropriate capacity-building interventions and resources are made available to address existing constraints.

Table 2: Organizational Characteristics of Respondents

Variable	Category	Frequency	Percentage
Duration of Work	1 – 10 years	102	31.9
	11 – 20 years	88	27.5
	21 – 30 years	70	21.9
	31 years and above	60	18.7
Industry Type	Manufacturing	100	31.3
	Retail	90	28.1
	Service	74	23.1
	Hospitality	56	17.5
Number of Employees	Less than 10	88	27.5
	10 – 50	133	41.6
	51 – 100	66	20.6
	More than 100	33	10.3

Source: *Field Survey, 2025 (N = 320)*

Table 2 shows that the organizational profile of SME managers possess substantial experience, with nearly half (48.2%) having over 11 years of service, indicating strong institutional knowledge for effective planning and security management. SMEs operate across diverse sectors, predominantly manufacturing (31.3%) and retail (28.1%), highlighting the cross-industry relevance of corporate planning. Most enterprises (41.6%) employ 10–50 workers, confirming their SME status, with 27.5% having fewer than 10 employees. This combination of experienced managers, sectoral diversity, and small-to-medium workforce sizes provides a solid foundation for implementing corporate planning, though resource constraints in smaller enterprises may require tailored approaches to address both performance enhancement and crime reduction needs.

Research Questions and Hypotheses Testing

Research Question 1: How does corporate planning affect the financial growth of SMEs in Kano?

Hypothesis 1 (Ho1): Corporate planning does not significantly affect the financial growth of SMEs in Kan**o.**

Table 3: Does your company set specific, measurable goals as part of its corporate planning?

Items	Frequency	Percentage
Yes	244	76.3
No	17	5.3
Sometimes	59	18.4
Total	320	100

Source: *Field Survey, 2025*

Table 3 shows a majority (76.3%) of SMEs have specific and measurable goals, suggesting that goal-setting is integral to financial planning and growth. Only a small portion (5.3%) do not implement measurable goals, signaling areas for improvement. The presence of goal-setting practices indicates potential for financial growth through focused planning.

Table 4: Regression Analysis of Corporate Planning on Financial Growth

Model Summary	R	R^2	Adjusted R^2	Std. Error
	0.687	0.472	0.468	1.234

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Regression	215.678	1	215.678	145.23	0.000
Residual	241.567	318	1.485		
Total	457.245	319			

Coefficients	Unstandardized	Std. Error	Standardized	t	Sig.
(Constant)	1.234	0.456		2.706	0.007
Corporate Planning	0.567	0.047	0.687	12.051	0.000

Source: *Field Survey, 2025*

Table 4 shows that the regression analysis shows a significant positive effect of corporate planning on financial growth ($\beta = 0.567$, $p < 0.05$). The R^2 value of 0.472 indicates that corporate planning accounts for 47.2% of the variance in financial growth. Therefore, the null hypothesis (Ho1) is rejected, confirming that corporate planning significantly affects the financial growth of SMEs in Kano.

Research Question 2: What is the relationship between corporate planning and service delivery in SMEs in Kano?

Hypothesis 2 (Ho2): There is no significant relationship between corporate planning and service delivery in SMEs in Kano.

Table 5: Does your company have a formal corporate planning process?

Items	Frequency	Percentage
Yes	170	53.1
No	133	41.6
In Progress	17	5.3
Total	320	100

Source: *Field Survey, 2025*

Table 5 shows that slightly more than half of SMEs (53.1%) have formal corporate planning processes, indicating that str1uctured planning is relatively common. Firms without formal planning may face inefficiencies in service delivery due to uncoordinated operations. The lack of formal planning processes may also contribute to vulnerabilities to criminal activities.

Table 6: Pearson Correlation Analysis of Corporate Planning and Service Delivery

Variables	Corporate Planning	Service Delivery
Corporate Planning	1.000	0.654
Service Delivery	0.654	1.000

Correlation is significant at the 0.01 level (2-tailed).

Source: *Field Survey, 2025*

Table 6 shows that the Pearson correlation coefficient ($r = 0.654$, $p < 0.01$) indicates a moderate to strong positive relationship between corporate planning and service delivery. This suggests that SMEs with formal corporate planning processes tend to have better service delivery outcomes. The null hypothesis (Ho2) is therefore rejected, confirming a significant relationship between corporate planning and service delivery in SMEs in Kano.

Research Question 3: What factors do SMEs in Kano face when implementing corporate planning?

Hypothesis 3 (Ho3): There is no significant relationship between the factors faced by SMEs in Kano and the effective implementation of corporate planning.

Table 7: Factors Affecting Implementation of Corporate Planning in SMEs

Factors	Frequency	Percentage
Lack of skilled personnel	112	35
Limited financial resources	96	30
Short-term operational focus	64	20
Lack of awareness/knowledge	32	10
Resistance to change	16	5
Total	320	100

Source: *Field Survey, 2025*

Table 7 shows that the most significant constraints to implementing corporate planning are lack of skilled personnel (35%) and limited financial resources (30%), followed by short-term operational focus (20%), lack of awareness or knowledge about corporate planning (10%), and resistance to change (5%). These factors collectively hinder SMEs from fully realizing the benefits of corporate planning, limiting their operational efficiency, growth, and overall organizational performance.

Table 8: Multiple Regression Analysis of Factors Affecting Corporate Planning Implementation

Model Summary	R	R^2	Adjusted R^2	Std. Error
	0.723	0.523	0.515	1.456

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Regression	267.890	5	53.578	89.45	0.000
Residual	189.356	314	0.603		
Total	457.246	319			

Coefficients	Unstandardized	Std. Error	Standardized	t	Sig.
(Constant)	2.345	0.567		4.136	0.000
Skilled Personnel	0.423	0.067	0.312	6.313	0.000
Financial Resources	0.389	0.072	0.287	5.403	0.000
Operational Focus	0.312	0.078	0.245	4.000	0.000

Coefficients	Unstandardized	Std. Error	Standardized	t	Sig.
Awareness	0.245	0.089	0.198	2.753	0.006
Resistance to Change	0.178	0.095	0.156	1.874	0.062

Table 8 shows the multiple regression analysis that the factors collectively have a significant relationship with the effective implementation of corporate planning ($F = 89.45$, $p < 0.05$), with the model accounting for 52.3% of the variance. Skilled personnel, financial resources, operational focus, and awareness have significant individual effects ($p < 0.05$). Therefore, the null hypothesis (Ho3) is rejected, confirming a significant relationship between these factors and the effective implementation of corporate planning among SMEs in Kano.

Research Question 4: To what extent does corporate planning contribute to the reduction of criminal activities among SMEs in Kano?

Hypothesis 4 (Ho4): Corporate planning does not significantly contribute to the reduction of criminal activities among SMEs in Kano.

Table 9: Does your corporate plan include security and crime prevention measures?

Items	Frequency	Percentage
Yes	98	30.6
No	156	48.8
Partially	66	20.6
Total	320	100

Source: *Field Survey, 2025*

Table 9 shows that only 30.6% of SMEs include security and crime prevention measures in their corporate plans, while 48.8% do not include such measures. This indicates that a significant gap exists in integrating security considerations into corporate planning, which may contribute to the vulnerability of SMEs to criminal activities.

Table 10: Regression Analysis of Corporate Planning on Crime Reduction

Model Summary	R	R^2	Adjusted R^2	Std. Error
	0.534	0.285	0.281	1.876

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Regression	189.345	1	189.345	89.67	0.000
Residual	267.901	318	0.842		
Total	457.246	319			

Coefficients	Unstandardized	Std. Error	Standardized	t	Sig.
(Constant)	1.876	0.345		5.438	0.000
Corporate Planning	0.423	0.056	0.534	7.554	0.000

Source: *Field Survey, 2025*

Table 10 shows the regression analysis shows a significant positive contribution of corporate planning to crime reduction ($\beta = 0.423$, $p < 0.05$). The R^2 value of 0.285 indicates that corporate planning accounts for 28.5% of the variance in crime reduction. Therefore, the null hypothesis (Ho4) is rejected, confirming that corporate planning significantly contributes to the reduction of criminal activities among SMEs in Kano.

Table 11: Types of Criminal Activities Experienced by SMEs in Kano

Criminal Activity	Frequency	Percentage
Theft/Burglary	156	48.8
Employee Fraud	89	27.8
Vandalism	67	20.9
Cybercrime	48	15.0
Extortion	34	10.6
Others	23	7.2

Note: Multiple responses were allowed.

Table 11 shows that most common criminal activities experienced by SMEs in Kano are theft/burglary (48.8%), employee fraud (27.8%), and vandalism (20.9%). Cybercrime is also increasingly prevalent (15.0%). These findings highlight the need for comprehensive corporate planning that includes security measures to address these diverse criminal threats.

Table 12: Effectiveness of Corporate Planning in Reducing Criminal Activities

Level of Effectiveness	Frequency	Percentage
Very Effective	67	20.9
Effective	102	31.9
Moderately Effective	89	27.8
Ineffective	42	13.1
Very Ineffective	20	6.3

Level of Effectiveness	Frequency	Percentage
Total	320	100

Table 12 showsacombined 52.8% of respondents consider corporate planning effective or very effective in reducing criminal activities, while 19.4% consider it ineffective or very ineffective. This suggests that while corporate planning contributes to crime reduction, its effectiveness is variable and may be influenced by the comprehensiveness of planning and the allocation of resources for security measures.

Discussion of Findings

The demographic analysis of the 320 respondents shows that SMEs in Kano are predominantly managed by males (90%), with a majority in the economically active age group of 18–30 years (31.6%). This youthful and predominantly male managerial profile may facilitate adaptability to modern business practices, including corporate planning and security management. The respondents are generally well-educated, with 68.4% holding OND/NCE qualifications and 27.5% having HND/B.Sc., indicating that SME managers possess the foundational knowledge required for understanding and implementing corporate planning strategies and security measures.Most respondents are married (63.1%), suggesting a level of personal stability that may positively influence decision-making and commitment to long-term business strategies, including security planning. In terms of work experience, nearly half of the respondents have more than 11 years of experience in their organizations, which reflects substantial managerial exposure to business operations and the potential to apply strategic planning and security management effectively. The SMEs operate across diverse industries, with manufacturing (31.3%) and retail (28.1%) being the most common. Most SMEs employ between 10–50 workers (41.6%), confirming their status as small and medium-sized enterprises that play a crucial role in employment generation and regional economic growth.

Regarding corporate planning practices, the findings indicate that 76.3% of SMEs set specific and measurable goals, which suggests that goal-setting is widely recognized as a key driver of financial growth. Similarly, 53.1% of SMEs have formal corporate planning processes, highlighting that structured planning is relatively common but not universal, with many firms still relying on informal approaches that may affect service delivery efficiency and security management.The study also identified key challenges in implementing corporate planning. The most significant constraints are lack of skilled personnel (35%) and limited financial resources (30%), followed by short-term operational focus (20%), lack of awareness or knowledge about corporate planning (10%), and resistance to change (5%). These factors collectively hinder SMEs from fully realizing the benefits of corporate planning, limiting their operational efficiency, growth, and overall organizational performance.The regression analysis confirmed that corporate planning has a significant positive effect on financial growth ($\beta = 0.567$, $p < 0.05$), accounting for 47.2% of the variance. The Pearson correlation analysis demonstrated a significant positive relationship between corporate planning and service delivery ($r = 0.654$, $p < 0.01$). The multiple regression analysis showed that the factors affecting corporate planning implementation have a significant relationship with its effectiveness ($F = 89.45$, $p < 0.05$), accounting for 52.3% of the variance.

Notably, the study found that only 30.6% of SMEs include security and crime prevention measures in their corporate plans, while 48.8% do not include such measures. This indicates a significant gap in integrating security considerations into corporate planning. However, the

regression analysis confirmed that corporate planning significantly contributes to crime reduction ($\beta = 0.423$, $p < 0.05$), accounting for 28.5% of the variance. The most common criminal activities experienced by SMEs are theft/burglary (48.8%), employee fraud (27.8%), and vandalism (20.9%). A combined 52.8% of respondents consider corporate planning effective or very effective in reducing criminal activities.The findings suggest that while corporate planning is recognized and partially adopted among SMEs in Kano, its effectiveness is constrained by resource limitations, capacity gaps, and organizational practices that prioritize short-term objectives over strategic growth. The integration of security planning into corporate planning remains limited, representing both a challenge and an opportunity for enhancing organizational performance and reducing criminal activities. Addressing these challenges is crucial to enhancing SME performance, competitiveness, and security in the region.

CONCLUSION

This study examined the effect of corporate planning on organizational performance and crime prevention among SMEs in Kano. The findings indicate that a majority of SMEs set specific and measurable goals (76.3%) and have formal corporate planning processes (53.1%), which positively influence financial growth, service delivery, and crime reduction. SMEs with structured planning were observed to achieve better operational coordination, performance outcomes, and security management compared to those without formal plans.However, the study also revealed significant challenges hindering the effective implementation of corporate planning. The primary constraints identified include lack of skilled personnel (35%) and limited financial resources (30%), followed by short-term operational focus (20%), insufficient awareness of corporate planning (10%), and resistance to change (5%). These barriers limit the ability of SMEs to fully leverage corporate planning for sustainable growth, improved service delivery, competitive advantage, and crime reduction.The integration of security and crime prevention measures into corporate planning remains inadequate, with only 30.6% of SMEs including such measures in their plans. This gap in security planning contributes to the vulnerability of SMEs to criminal activities, particularly theft/burglary (48.8%), employee fraud (27.8%), and vandalism (20.9%). Despite this, the study found that corporate planning significantly contributes to crime reduction, accounting for 28.5% of the variance.The study concludes that while corporate planning is recognized as an important tool for SME growth and security in Kano, its adoption and effectiveness are uneven. Effective corporate planning contributes significantly to financial growth, service delivery, and crime reduction, but the presence of managerial, financial, operational, and security constraints must be addressed to optimize outcomes. The integration of security planning into corporate planning is essential for reducing the vulnerability of SMEs to criminal activities and enhancing their overall organizational performance.

RECOMMENDATIONS

Based on the study's findings, the following recommendations are proposed:

1. Capacity Building and Training: Organize regular training workshops for SME managers covering corporate planning, strategic management, goal-setting, risk assessment, security protocols, and crime prevention strategies to equip them with necessary skills for effective plan development and implementation.

2. Institutionalized Planning Frameworks and Security Integration: Encourage SMEs to establish formal corporate planning frameworks with clear, measurable goals and periodic performance evaluations, while integrating security planning as an integral component. This

includes conducting security risk assessments, developing security protocols, implementing physical and cyber security measures, and establishing emergency response procedures.

3. Resource and Policy Support: Policymakers and business development agencies should provide access to financial resources (grants, low-interest loans), advisory services, and planning tools to help SMEs overcome resource constraints. Government should develop policies including tax incentives, training subsidies, and grants for security improvements to encourage corporate planning adoption.

4. Collaboration with Security Agencies: SMEs should collaborate with security agencies and community policing initiatives to enhance security awareness, share information about criminal activities, and develop coordinated responses to security threats, enabling access to security expertise and resources.

5. Long-Term Strategic Focus and Future Research: SMEs should be educated on the importance of long-term strategic planning through awareness campaigns, mentoring programs, and business development services. Future studies should investigate sector-specific factors affecting corporate planning and security management using longitudinal designs to measure long-term impacts, and conduct comparative studies across regions to identify best practices.

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