

Effect of Business Advisory Services on the Success of Entrepreneurial Projects in Gasabo District, Rwanda

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<https://doi.org/10.51867/ajernet.6.2.29>

ABSTRACT

The purpose of this study was to assess the effect of business advisory services on the success of entrepreneurial project implemented by Bank of Kigali Urumuri in partnership with Inkomoko. The study focuses on examines the impact of Training and Financing services, Connectivity and Coaching Services and Inclusion Advocacy services on success of the Urumuri project. The study was guided by Social Capital Theory, Knowledge Based Theory and Entrepreneurial Theory. The study employed descriptive and correlational research designs. A sample size of 162 was drawn from a target population of 276 individuals. This sample size was determined utilizing Yamane Taro's formula. Both simple random sampling and purposive sampling were used. The study employed questionnaire and interview guide for data collection. Collected data were analyzed using descriptive and inferential statistics. The results showed that there is positive and significant effect of ($t=14.462$, $p\text{-value}=.000<0.05$) Training & Financing services on success of Urumuri project in Gasabo district, further, there is positive and significant effect of ($t=9.237$, $p\text{-value}=.000<0.05$) Connectivity & Coaching services on success of Urumuri project in Gasabo district, additionally, there is positive and significant effect of ($t=2.909$, $p\text{-value}=.005<0.05$) Inclusion Advocacy services on success of Urumuri project in Gasabo district. The study concludes that The study concludes that Training & Financing services, Connectivity & Coaching services and Inclusion Advocacy services significantly contribute to predicting and positively influencing the success of Rwandan entrepreneurial project implemented by Bank of Kigali Urumuri in partnership with Inkomoko. The study suggests that project managers should strengthen training programs by incorporating industry-specific mentorship and hands-on financial management skills would equip entrepreneurs with practical knowledge, reducing business failures due to poor financial planning. Further, project managers should expand these services to include digital platforms, ensuring a wider audience, including entrepreneurs in rural and underserved areas, benefit from expert guidance. Additionally, project managers should address inclusion policies such as tax incentives for businesses that support inclusive entrepreneurship, grants targeting underrepresented entrepreneurs, and tailored capacity-building initiatives should be introduced.

Keywords: Connectivity and Coaching, Entrepreneurship, Inclusion Advocacy Services, Project Success, Training and Financing

I. INTRODUCTION

Business advisory services play a critical role in supporting entrepreneurial success by providing essential guidance, mentorship, and resources. The evolution of these programs has been notable over the decades, with early initiatives originating in countries like Japan, China, and India. This historical context highlights the progressive development and adaptation of such programs in response to changing needs and circumstances (Haron et al., 2015). For instance, according to Haron et al. (2015) Japan's post-war economic boom was largely attributed to government and private sector support for Small and Medium-sized Enterprises [SMEs], including advisory services, which have benefited over 3,500 SMEs, resulting in a 20% increase in productivity.

In China, Zhang et al. (2017) The rapid industrialization and market reforms in China during the late 20th century have significantly contributed to the growth of business advisory services designed to promote entrepreneurship and innovation. Key policies, particularly the "Made in China 2025" initiative, have played a crucial role in shaping this landscape. This initiative emphasizes substantial support for small and medium-sized enterprises (SMEs) through advisory programs that focus on fostering innovation and modernization. Further, a study conducted by Agarwala and Chaudhary (2021) revealed that more than 5,000 enterprises benefited from advisory support through a specific initiative. This support led to a notable increase of 15% in the market competitiveness of these enterprises. According to Azam (2021) India's startup ecosystem has experienced significant growth due to its extensive network of incubation centers and advisory services. The Startup India initiative has been instrumental in this development, providing comprehensive support to entrepreneurs. As a result, over 50,000 startups have been registered under this initiative, highlighting the importance of advisory support in fostering their growth. Additionally,

Jyoti and Singh (2020) reported a significant 30% increase in the success rates of startups that utilized advisory services. This finding highlights the positive impact of such services on the growth and sustainability of new businesses. The study underscores the importance of seeking expert guidance in enhancing startup performance.

Across Africa, according to Johan and Valenzuela (2021) Business advisory services play a crucial role in promoting entrepreneurship, with their importance gaining recognition. However, the effectiveness and sustainability of these services differ widely across various programs. Research has been conducted to assess the impact of business advisory services on the success of entrepreneurs, highlighting the need for tailored approaches to maximize their benefits. For example, a study by Otengo (2017) in Kenya found that Employee competence plays a crucial role in the utilization of business advisory services. The characteristics of the firm's owner also significantly impact this usage, alongside the adoption of new technology. Notably, businesses that engaged with advisory services from the Kenya National Innovation Agency saw a remarkable 25% increase in their growth rate. This highlights the importance of skilled employees and proactive leadership in leveraging advisory services for business growth.

Similarly, Ahmad et al. (2023) The integration of innovative Information and Communication Technology (ICT) with traditional extension and advisory services has proven effective in enhancing client service. This approach has led to significant improvements in business management practices and overall performance. Additionally, the Small Industries Development Organization (SIDO) has successfully provided advisory services to over 2,000 small and medium-sized enterprises (SMEs), resulting in enhanced operational efficiency. A study conducted by Ongesa and Nyakundi (2024) highlights a significant positive correlation between advisory services and the growth of women's entrepreneurship within Village Savings and Loan Association Services (VSLAs) in Uganda. Additionally, the National Small Business Support Network in Uganda has demonstrated effectiveness, with research indicating a 22% increase in business sustainability for participants receiving advisory services. These findings suggest that such advisory services play a crucial role in enhancing business management practices and overall performance among women entrepreneurs.

The BK Urumuri Project, launched in 2017 in Rwanda in partnership with Inkomoko, focuses on supporting high-potential entrepreneurs through mentorship, training, and access to finance. Inkomoko plays a crucial role as a business development service provider in delivering these advisory services. The program has positively impacted over 500 entrepreneurs, with 65% reporting an increase in business revenues and 45% experiencing business expansion. This initiative highlights the effectiveness of targeted support in fostering entrepreneurial growth in the region.

1.1 Statement of the Problem

Despite Rwanda's efforts to boost entrepreneurship, challenges remain in maintaining effective business advisory services that are crucial for entrepreneurial success. Notably, there is a troubling survival rate of only 40% for businesses after three years, despite a rise in new registrations. This statistic suggests that advisory services may not be adequately supporting long-term business viability. Additionally, issues related to accessibility further impede the effectiveness of these advisory services, limiting their impact on entrepreneurs. A significant challenge faced by 60% of entrepreneurs is inadequate advisory support. This highlights the limited effectiveness and reach of existing programs, such as BK Urumuri, in providing the necessary guidance for entrepreneurs. Nkurunziza and Uwimana (2022) highlight a significant disparity in the benefits of entrepreneurial programs between rural and urban areas. Only 30% of rural entrepreneurs are able to access these programs, in contrast to 70% of their urban counterparts. This finding underscores the inclusivity gaps that exist in support for rural entrepreneurship. Ishimwe (2023) noted the issue of generalized services failing to cater to the diverse needs of different industries due to the lack of specialized coaching services.

Few studies like Nkurunziza and Uwimana (2022); Mbabazi and Kihooto (2022) and Ishimwe (2023) emphasize issues such as centralization and specialization, there is limited research on how advisory services' quality impacts the sustainability of entrepreneurial ventures in Rwanda. Therefore, this study needs to address this gap by assessing the effect of business advisory services on success of entrepreneurial project in Rwanda, with a specific focus on the BK Urumuri Project in partnership with Inkomoko.

1.2 Research objectives

The present study aimed at achieving the following objectives:

- i. To assess the effect of training & financing services on success of Urumuri project in Gasabo district.
- ii. To investigate the effect of connectivity & coaching services on success of Urumuri project in Gasabo district.
- iii. To examine the effect of inclusion advocacy services on success of Urumuri project in Gasabo district.

1.3 Research Hypotheses

The study tested the following specific hypotheses:

H01: Training and financing services have no significant effect on the success of the Urumuri project in Gasabo District.

H02: Connectivity and coaching services have no significant effect on the success of the Urumuri project in Gasabo District.

H03: Inclusion advocacy services have no significant effect on the success of the Urumuri project in Gasabo District.

II. LITERATURE REVIEW

2.1 Theoretical Underpinning

This section presents the theoretical review such as social capital theory, knowledge-based theory and entrepreneurial theory.

2.1.1 Social Capital Theory

Social Capital Theory (SCT) was significantly advanced by Pierre Bourdieu in 1986 and later by James Coleman in 1988. Social networks and relationships are considered valuable resources that aid in both individual and collective action, according to SCT (Pierre & Richardson, 1986). Social capital theory suggests that social networks and relationships are valuable forms of capital, similar to physical or human capital, that can be utilized for social and economic benefits. Social Capital Theory is a theoretical framework that examines the relationships and networks within a society that contribute to improvements in health, environment, and development.

Alshurafat et al. (2021) explored the impact of social capital theory, reasoned action theory, and technology acceptance model on online accounting education during the COVID-19 pandemic. It proposes a model combining social capital theory, reasoned action theory, and technology acceptance model. Data from 274 students was collected through questionnaires. The results showed that social trust influences the perceived usefulness and ease of use of online learning. The perceived usefulness is positively affected by its perceived ease of use and subjective norms.

In addition, Duarte Alonso and Kok (2021) posited the impact of family firms on South American countries, focusing on their contributions to employment, values, business opportunities, growth, community, and knowledge. Interviews with six firms revealed that these firms create value through individual connections, local niches, and reciprocity. The findings align with social capital theory, suggesting that family firms contribute to a sense of community and knowledge.

Further, Sharma et al. (2025) studied the metaverse through the lens of task technology fit theory, social capital theory, and social cognitive theory, specifically focusing on SMEs. The Metaverse, a virtual realm with potential for transforming communication and collaboration, has become a crucial investment for businesses in the digital age. However, there is a lack of understanding about how small and medium enterprises (SMEs) perceive the Metaverse. A study analyzing data from 264 SMEs in Fiji found that task-technology compatibility and social factors significantly influence the intention to adopt the Metaverse. Self-efficacy is also critical in determining performance outcomes. These findings provide valuable insights for SMEs, policymakers, and platform developers in the post-pandemic landscape, supporting inclusive growth and social capital theory, and social cognitive theory.

This theory is meaningful to this study because theory was used in this study because it supported the researchers to give an explanation of effect of training & financing services on success of Urumuri project in Gasabo district.

2.1.2 Knowledge-Based Theory

The Knowledge-Based Theory, developed by Grant in 1996, argues that knowledge is the most strategically significant resource for firms, particularly in sustaining competitive advantage. The Knowledge-Based Theory (KBT) assert that a firm's knowledge and intellectual capital are vital for gaining a sustainable competitive advantage, emphasizing the strategic value of knowledge acquisition, management, and utilization (Grant, 1996). The theory suggests that organizations that invest in knowledge management processes like training advisory are more likely to achieve increased efficiency and innovation (Pinho et al., 2012).

Chen et al. (2016) studied a knowledge-based theory on managing innovation in biotechnology. The research focuses on how scientific knowledge influences firms' performance and how external scientific knowledge flows efficiently. The study uses biopharmaceutical firms in China as a sample to test hypotheses. Survey data from these firms reveals a significant positive impact of both stocks and flows of scientific knowledge on innovative performance, as well as a significant mediation effect of technological capability.

According to Kengatharan (2019) examined the relationship between intellectual capital, productivity, and firms' performance using the knowledge-based theory of the firm. Data was collected from 232 firm managers in various industries, including banking, insurance, telecommunications, and hotels. The study emphasizes the importance of intellectual capital in promoting productivity and firms' performance, and calls for human resource

managers and practitioners to reinforce intellectual capital to boost productivity and organizational success. The results confirmed that intellectual capital is crucial and strongly connected to productivity.

Further, Hughes et al. (2022) explored the relationship between knowledge-based theory, entrepreneurial orientation, stakeholder engagement, and firm performance. The understanding of entrepreneurial orientation (EO) is limited due to the lack of understanding of a firm's strategic intent and its impact on performance. A knowledge-based theory was proposed to investigate how knowledge production leads to EO, how the relationship between EO and profitability is mediated by knowledge use, and how stakeholder engagement moderates this relationship. Empirical evidence from small-size and mid-size enterprises in Taiwan and Japan supports the theory, contributing a knowledge-based theory of EO.

The theory is meaningful to explain the effect of connectivity & coaching services on success of Urumuri project in Gasabo district. Additionally, effectiveness of connectivity and coaching services is crucial for enhancing individual and organizational performance. These services facilitate improved communication and collaboration, leading to better outcomes in various settings.

2.1.3 Entrepreneurial Theory

Entrepreneurial Theory, formulated by Joseph Schumpeter in 1934, focuses on how entrepreneurship contributes to economic growth and development. Entrepreneurial theory examines the process of becoming a business owner, considering factors like personality, skills, knowledge, and environment. It also examines business development dynamics, expansion, and the overall entrepreneurial experience.

Anderson and Ronteau (2017) explored the development of an entrepreneurial theory of practice and explores emerging ideas for emerging economies. The author examined the explanatory power of existing entrepreneurship theories, identifying gaps and fragmentation. The authors find that existing theories are effective in explaining aspects of entrepreneurship, but most are discipline-bound and operate in silos. A theory of entrepreneurship practice can bridge these disciplines.

Further, Khmar (2020) examined the theory of entrepreneurial marketing (EMT), which emerged as an interface between marketing and entrepreneurship. Initially, EMT was seen as an ideal marketing strategy for small and medium-sized enterprises (SMEs). Today, we live in a global village, experiencing various buying and selling patterns. The digital era has enabled us to experience globalization and international marketing. The global market consists of various types and sizes of business units, each generating power to handle the market and its rivalry. EMT is now considered an enthusiastic business development factor to reach progressive levels of business life cycles without considering the size of the business unit.

The theory was applied to understand the impact of inclusion advocacy services on the success of the Urumuri project in Gasabo district, helping project managers, policymakers, and practitioners design more effective programs.

2.2 Empirical Review

The literature review drew on various scholarly sources, including journals, yellow papers, website articles, and studies by previous authors.

2.2.1 Effect of Training & Financing Services on the Success of Entrepreneurial Project

A study by Horoshkova et al. (2020) analyzed the dynamics and mechanisms of financing the reform of vocational-technical education in Ukraine. It finds that the initial stage of reforms was threatened by under-financing by local governments. At the state level, the problem was solved in 2016 through a stabilization grant. The volume of state budget subvention volumes to local budgets for the modernization and updating of the technical and technical base of professional-technical institutions increased from UAH 50 million to 100 million during 2016-2018, but decreased to the level of 2016. Regional funding priorities changed during 2016-2019, but subsidy volumes did not depend on the size of the oblast and the corresponding amount of professional-technical institutions. The findings suggest the establishment of a system of financing vocational services, including continuous, non-deficit ways, taking into account regional labor market needs and educational service provision.

The study by Hasanah et al. (2024) explored the impact of mentoring and internal training on enhancing the accessibility of financial services for SMEs in business credit financing. In an effort to broaden SME access to banking services, this research will examine how mentorship and training programs have affected business credit financing at the Bank Aceh Syariah Tapaktuan Branch. The effects may be gradual or noticeable all at once. The researchers used SPSS, a statistical program, to conduct a descriptive quantitative analysis. Questionnaires were sent to suitable research samples to gather data. A total of thirty small and medium-sized enterprises (SMEs) from the Syariah Tapaktuan Branch of Bank Aceh comprised the study's population. This research found that training and the role of mentors are important factors in determining whether a company can secure a loan. There is a positive correlation between these two factors and business credit financing when considered collectively.

Bakhadirov et al. (2022) investigated whether firms in rural areas face greater difficulties in accessing financial services and suggests that these firms can improve their access to finance by increasing their employee skill levels. The research uses pooled logistic regression and data from the World Bank's Enterprise Surveys from 2008 to 2018. The findings suggest that firms in rural areas face lower problems in accessing finance due to higher levels of information asymmetry and lower density of banking operations. The study suggests that these firms can enhance their access to finance.

Christine and Satyendra (2023) evaluated the impact of training on employee performance in the public sector of Rwanda. Data was collected from a sample of 170 employees. The findings showed strong positive correlations between various training factors and employee performance. Training design was found to be closely linked to better performance, while training policies were found to contribute significantly to improved performance. The evaluation of trainings was also found to be crucial for employee performance. The study concluded that enhancements in employee performance, training design, policies, and evaluation of trainings are associated with improved overall performance.

2.2.2 Effect of Connectivity & Coaching Services on the Success of Entrepreneurial Project

A study by Kinnunen and Georgescu (2020) on disruptive pandemic as a driver towards digital coaching in Organizations for Economic and Co-operation and Development (OECD). The study aimed to redesign a strategy to overcome the obstacles arising from a fundamental change in an environment. The study concluded that digital coaching is what decision support systems were in the past and it has been proposed as a solution in digitalisation of business organisations, while digitalisation is a solution to keep schools and businesses running. This approach allows businesses to adapt to the changing environment and develop best practices for success. The study focused on Studied on disruptive pandemic as a driver towards digital coaching in Organizations for Economic and Co-operation and Development (OECD).

Nicholls-Nixon and Maxheimer (2022) examined how coaching services help early stage entrepreneurs using exploration of gender differences. The purpose was to show entrepreneurial support organization such business incubators and accelerators and providing coaching were a core element of their services offering for startups. The study used comparative study of 18 men and women entrepreneurs. The study findings that gender differences were observed in the emphasis placed on accessibility of coaching services provided and the study concluded that these activities were linked to the entrepreneurial learning.

According to Njoroge and Omondi (2022), businesses that receive high-quality advisory support are 30% more likely to achieve profitability within their first year of operation. Their study, based on a survey of 300 entrepreneurs in Rwanda, revealed that strategic guidance and mentorship significantly contribute to business resilience and strategic decision-making.

Field et al. (2013) assessed the impact of Attention Deficit and Hyperactive Disorder [ADHD] coaching services on university students' learning skills, self-regulation and well-being. The study focused on students attending 2- and 4- year college or universities. Simple random sampling was used in the study. The coaching students were provided with weekly phone-based sessions and additional check-ins from their coaches. The Learning and Study Strategies Inventory (LASSI) was utilized to assess students' learning, study, and self-regulation skills. Coaching significantly improved students' well-being scores compared to comparison group students, indicating its effectiveness in enhancing learning and executive functioning skills, even after initial differences in executive functioning were corrected.

2.2.3 Effect of Program Reach & Accessibility on the Success of Entrepreneurial Project

Garner et al. (2020) studied a qualitative evaluation of Double Up Food Bucks (DUFEB), farmers' market incentive program access. The study investigates the factors influencing the utilization of Double Up Food Bucks (DUFEB), a farmers' market program that doubles Supplemental Nutrition Assistance Program benefits for fruit and vegetable purchases. The study used focus group and Nine groups composed of 62 low-income adults (3–9/group). The study found high satisfaction with the DUFEB program, primarily due to its affordability, local farmer support, and high-quality FV. Barriers included lack of information and accessibility, prompting suggestions for program marketing expansion. Emerging topics included token-based administration and stigma during participation.

Mwaniki (2024) studied on entrepreneurial ecosystem and growth of small and medium manufacturing enterprises in Kenya. The study used a descriptive survey design. The questionnaire and interview guide were used for data collection. Stratified and simple random sampling methods were used. The study found a positive correlation between seed capital, business development services, entrepreneurial team, and social culture on the growth of manufacturing SMEs. It also found a significant moderating effect of entrepreneurial orientation on these factors. The results showed that these factors influenced 49.2% of the growth of manufacturing SMEs, with the interaction between moderating variables and independent variables also significant.



Lindsay et al. (2018) in *Diversity and Inclusion in Business Development Programs*, underscores the importance of inclusivity and diversity within entrepreneurial support programs. Inclusive programs, according to Lindsay, create environments that enable entrepreneurs from various backgrounds, including women and marginalized groups, to access resources and opportunities. This diversity enriches the entrepreneurial ecosystem, as noted in *Diversity and Innovation: How Inclusion Drives Growth*, which outlines how inclusive approaches create more dynamic entrepreneurial environments. The study addresses concerns with social categories used in approaches, workplace diversity politics, and resulting emotions. It identifies three areas of complexity: boundary, political, and emotion complexity, which can be adapted to address classroom implementation issues.

James et al. (2024), in *Entrepreneurship and the Access to Resources*, stress that the availability and accessibility of resources, such as mentorship, training, and financial tools, are foundational to the success of entrepreneurial programs. Programs offering easily accessible resources empower entrepreneurs to navigate challenges and make informed decisions, as described in *Tools for Success: Empowering Entrepreneurs with Accessible Resources*. The importance of tailored support is further illustrated in policies advocating for improved access to entrepreneurial resources across different sectors and regions.

III. METHODOLOGY

3.1 Research Design

This study used descriptive and correlation research designs. A research design is the overall plan or strategy used to conduct a research study. Descriptive research design was used to describe the opinions of respondents, while correlational research design was used to determine the relationship between independent variables (business advisory services) and dependent variable (success of entrepreneurial project).

3.2 Population

The study targeted 273 individuals. This population included entrepreneurs, business owners, project managers, and key personnel involved in the implementation and oversight of the BK Urumuri Project.

Table 1

Target Population

	Target Population
Entrepreneurs	200
Inkomoko Advisory Team	35
Project Managers	20
Funding Agencies/Regulators	18
Total	273

Table 1 presents the target population. Out of 273, there are 200 entrepreneurs, 35 Inkomoko advisory team, 20 project managers and 18 funding agencies.

3.3 Sample Size and Sampling Technique

The sample is the group of individuals who actually participated in the research. A sample size was determined using Yamane Taro formula as follows (Yamane, 1967):

$$n = N \{ K + N(e)^2 \}$$

Where:

n=Sample size

N=Population

K=Constant (1)

e=error (0.05)

$$n = 273 \{ 1 + 273(0.05)^2 \}$$

$$n = 162.25$$

$$n = 162$$

The sampling technique used in this study was simple random sampling. Simple random sampling is a probability sampling in which the researcher randomly select a subset of participants. Each member of the population has an equal chance of being selected (Obilor, 2023). Every respondent in the Bank of Kigali project database from 1-273, the researcher used a random number generator to select 162 respondents.

Table 2*Summary of Respondents*

	Target Population	Sample Size
Entrepreneurs	200	118
Inkomoko Advisory Team	35	21
Project Managers	20	12
Funding Agencies/Regulators	18	11
Total	273	162

The table 2 shows that a sample size of 162 respondents, this study conducted on 118 entrepreneurs, 21 Inkomoko advisory team, 12 project managers and 11 funding agencies/regulators.

3.3 Research Instruments

This study used questionnaire and interview guide for data collection. According to Lietz (2010) a questionnaire is a set of questions used to gather information from respondents. The questionnaire was divided into two sections, where section one was about identification of demographic profile of respondents, while, section two was about to determine the effect of business advisory service on success of entrepreneurial project. The section two was used Likert scale ranges where 1= Strongly Disagree (1=SD), 2=Disagree (2=D), 3= Neutral (3=N), 4=Agree (4=A) and 5=Strongly Agree (5=SA).

Further, the interview guide was utilized to collect qualitative data from key informants. Mahmood et al. (2022) pointed out that an interview guide outlines topics and questions for interviews, helping interviewers conduct them consistently and effectively.

3.4 Data Analysis Methods

Collected data were analyzed using descriptive statistics like mean, frequencies and standard deviation. The mean was used to determine the degree of agreement among respondents, while standard deviation was used to determine the homogeneity or heterogeneity in responses among respondents. It used also inferential statistics like regression analysis. This was used to determine the relationship between independent variable and dependent variable.

IV. FINDINGS & DISCUSSION

This section presents and discusses the findings on effect of business advisory services on success of entrepreneurial project in Rwanda, with a specific focus on the BK Urumuri Project in partnership with Inkomoko. It deals with demographic characteristics of respondents, descriptive statistics and inferential statistics.

Table 3*Questionnaire and Response Rate*

Response	Frequency	Percentage (%)
Completed questionnaire	160	98.7
Did not respond	2	1.3
Total	162	100.00

Table 3 outlines the response rate of questionnaire. Out of 162 individuals, 98.7% of questionnaires were returned and completed. A response rate of 70% and above is considered adequate. Therefore, the obtained response rate of 91.10% was satisfactory for data analysis. Additionally, 1.3% of questionnaires were not returned.

Table 4*Gender of Respondents*

Gender	Frequency	Percentage (%)
Female	94	58.8
Male	66	41.2
Total	160	100.0

Table 4 shows findings about gender of respondents. Out of 160 respondents, 58.8% were female, while 41.2% were male. The majority was female (58.7%). This reflects a relatively female gender representation. It shows also the variation in the participation and engagement in success of entrepreneurial project.

Table 5*Age Group of Respondents*

Age Group	Frequency	Percentage (%)
18-24 years	24	15.0
25-34 years	57	35.6
35-44 years	38	23.8
45-54 years	22	13.8
55 years and above	19	11.9
Total	160	100.00

The findings from Table 5 revealed a diverse age distribution among respondents. It indicates that the largest group, aged 25-34 years, comprised 57 respondents, representing 35.6%. Additionally, the age group 35-44 years accounts 23.8%, younger participants aged 18-24 years made up 15.0%. The age group 45-54 years account 13.8%, while those 55 years and above represented 11.9%.

Table 6*Educational Level of Respondents*

Education Level	Frequency	Percentage (%)
Primary Education	21	13.1
Secondary Education	33	20.6
Diploma	11	6.9
Bachelor's Degree	79	49.4
Master's Degree	14	8.8
Doctorate	2	1.3
Total	160	100.00

Table 6 reveals that respondents had a diverse range of educational backgrounds. Among 160 respondents, 49.4% held a bachelor's degree, 8.8% possessed a master's degree, and 1.3% had attained a doctorate, 20.6% had completed secondary education. Additionally, 6.9% held a diploma and primary education by 13.1%.

Table 7*Work Experience of Respondents*

Work Experience	Frequency	Percentage (%)
Less than 1 year	29	18.1
1-3 years	59	36.9
Over 3 years	72	45.0
Total	160	100.00

Table 7 indicates that respondents varied widely in their years of experience. 18.1% had less than one year of experience, 36.9% had between one and three years of experience, and the majority, 45.0% had more than three years of experience.

4.3 Descriptive Statistics

The mean and standard deviation were respectively calculated to measure central tendency and dispersion. An equidistant Likert scale was utilized to collect interval data, where Strongly Disagree (SD) corresponds to 1 (1-1.8): Very low mean, Disagree (D) to 2 (1.9-2.6): low mean, Neutral (N) to 3 (2.7-3.4), Agree (A) to 4 (3.5-4.2): High mean, and Strongly Agree (SA) to 5 (4.3-5.0): Very High. Data categorization is based on standard deviation values. A standard deviation of less than or equal to 0.5 indicates homogenous data, while a standard deviation exceeding 0.5 signifies heterogeneous data. This classification helps in understanding the variability within the dataset.



Table 8
Training & Financing Services and Success of Urumuri Project

Statement	SD	D	N	A	SA	Mean	Std
	F (%)	F (%)	F (%)	F (%)	F (%)		
Regular funding cycles are crucial for the success of entrepreneurial projects.	1 (0.63)	2 (1.25)	4 (2.50)	120 (75.00)	33 (20.63)	4.15	0.83
Diverse funding sources enhance the sustainability of entrepreneurial ventures.	1 (0.63)	2 (1.25)	3 (1.88)	115 (71.88)	39 (24.38)	4.18	0.82
Effective financial planning and management contribute significantly to project success.	1 (0.63)	1 (0.63)	4 (2.50)	112 (70.00)	42 (26.25)	4.21	0.80
Inconsistent funding negatively impacts the progress of entrepreneurial projects.	1 (0.63)	3 (1.88)	5 (3.13)	114 (71.25)	37 (23.13)	4.15	0.83
Access to a variety of funding options increases project resilience.	1 (0.63)	1 (0.63)	3 (1.88)	117 (73.13)	38 (23.75)	4.19	0.81
Overall						4.18	

In Table 8, the findings illustrated the positive impact of Training & Financing services on the success of entrepreneurial projects within the Urumuri Project implemented by BK in partnership with Inkomoko. The investigation into funding cycles revealed that 120 respondents, or 75.00%, agreed, and 33 (20.63%) strongly agreed that regular funding cycles are critical to entrepreneurial project success, resulting in a mean of 4.15 and a standard deviation of 0.83.

Additionally, the study found that 115 respondents (71.88%) agreed, while 39 (24.38%) strongly agreed that diverse funding sources significantly enhance project sustainability, yielding a mean of 4.18 and a standard deviation of 0.82. Furthermore, 112 respondents, or 70.00%, agreed, and 42 (26.25%) strongly agreed that effective financial planning and management are pivotal to project success, producing a mean of 4.21 and a standard deviation of 0.80. Additionally, the data showed that inconsistent funding was perceived as detrimental, with 114 respondents (71.25%) agreeing and 37 (23.13%) strongly agreeing that such inconsistency hampers project progress, leading to a mean of 4.15 and a standard deviation of 0.83.

Respondents affirmed these findings, with one participant stating,

“The training and inclusion initiatives helped me build confidence and access resources that were previously out of reach. The personal assistance and example during all the initiatives were essential in helping to understand that I am accepted by the others within the community.”

Moreover, the investigation revealed that 117 respondents, representing 73.13%, agreed, and 38 (23.75%) strongly agreed that access to a variety of funding options enhances project resilience, with a mean of 4.19 and a standard deviation of 0.81.

One respondent remarked on the importance of funding diversity, stating,

“Having various funding options not only helps during challenging times but also supports expansion and innovation. This financial diversity helps me challenge myself to come up with new ideas, implement modern technologies or ultimately expand the reach of my proposals because they appeal to a more diverse crowd”.

The overall mean is 4.18, indicating a strong agreement among respondents that Training & Financing services positively impact the success of entrepreneurial projects. This suggests that participants view consistent funding and financial management as critical elements contributing to project outcomes. The findings align with a study of Mwaura (2021) asserted that financial stability is a cornerstone of advisory services, enabling consistent delivery of high-quality support. Entrepreneurs benefit from the reliability of these services, which fosters confidence in implementing their business plans effectively.



Table 9

Connectivity & Coaching Services and Success of Urumuri Project

Statement	SD	D	N	A	SA	Mean	Std
	F (%)	F (%)	F (%)	F (%)	F (%)		
The expertise of advisors is a key factor in the success of entrepreneurial projects.	1 (0.63)	2 (1.25)	9 (5.63)	118 (73.75)	30 (18.75)	4.09	0.56
Tailored advice meets the unique needs of different entrepreneurial projects.	1 (0.63)	2 (1.25)	9 (5.63)	116 (72.50)	32 (20.00)	4.10	0.57
Follow-up support ensures continuous improvement and success of the projects.	1 (0.63)	2 (1.25)	9 (5.63)	115 (71.88)	33 (20.63)	4.11	0.55
Personalized mentorship enhances the effectiveness of advisory services.	1 (0.63)	2 (1.25)	10 (6.25)	112 (70.00)	35 (21.88)	4.11	0.58
High-quality advisory services lead to better decision-making in entrepreneurial ventures.	1 (0.63)	2 (1.25)	8 (5.00)	117 (73.13)	32 (20.00)	4.12	0.57
Overall mean						4.11	0.56

In Table 9, the findings demonstrate that the Connectivity & Coaching Services had a significant positive impact on the success of entrepreneurial projects within the URUMURI Project, as implemented by BK in partnership with Inkomoko. Specifically, the expertise of advisors was identified as a crucial factor, with 118 respondents (73.75%) agreeing and 30 respondents (18.75%) strongly agreeing, resulting in a mean of 4.09 and a standard deviation of 0.56.

Similarly, tailored advice that meets the unique needs of different entrepreneurial projects was affirmed by 116 respondents (72.50%) who agreed and 32 respondents (20.00%) who strongly agreed, giving a mean of 4.10 and a standard deviation of 0.57, illustrating that customized support is essential for varied project success. Additionally, follow-up support was noted to foster continuous improvement, as evidenced by 115 respondents (71.88%) agreeing and 33 respondents (20.63%) strongly agreeing, with a mean of 4.11 and a standard deviation of 0.55.

A respondent emphasized the project’s impact, stating,

“The consistent guidance and accessibility provided by the advisory services greatly improved our business operations, making us more effective and sustainable. It could also be that this constant support helped the organization with steady foundations throughout, preparing me for dealing with complications and policy decisions with more certainty.”

Personalized mentorship also emerged as a key enhancer, with 112 respondents (70.00%) agreeing and 35 respondents (21.88%) strongly agreeing, yielding a mean of 4.11 and a standard deviation of 0.58. Furthermore, high-quality advisory services were seen to facilitate better decision-making, as indicated by 117 respondents (73.13%) agreeing and 32 respondents (20.00%) strongly agreeing, achieving a mean of 4.12 and a standard deviation of 0.57.

One respondent shared,

“The tailored advice and continuous support I received made a huge difference in navigating challenges, I received inputs from experienced professionals on a consistent basis, I tag areas that needed correction in the company’s operations, define better processes, and allocate resources more effectively, all of which have resulted in reduced complexity of work in the end.”

The overall mean is 4.11, which denotes a favourable perception of the Connectivity & Coaching Services in enhancing entrepreneurial success. This score indicates that respondents believe advisory expertise, tailored advice, and follow-up support are important factors that contribute to improved project performance. These findings align with the views of scholars such as Kinnunen and Georgescu (2020) noted that digital coaching has emerged as a vital tool for enhancing skills and competencies, enabling individuals to adapt to rapidly changing work environments. This shows a high success for entrepreneurial projects. Entrepreneurs gain confidence in their decision-making when supported by expert insights tailored to their specific contexts.



Table 10
Inclusion Advocacy Services and Success of Urumuri Project

Statement	SD	D	N	A	SA	Mean	Std
	F (%)	F (%)	F (%)	F (%)	F (%)		
Broad geographical coverage of advisory programs enhances project success.	1 (0.63)	2 (1.25)	5 (3.13)	92 (57.50)	60 (37.50)	4.31	0.55
Inclusivity and diversity in advisory programs lead to better outcomes for all entrepreneurs.	1 (0.63)	3 (1.88)	4 (2.50)	88 (55.00)	64 (40.00)	4.32	0.56
Easy accessibility of resources is essential for the success of entrepreneurial projects.	1 (0.63)	2 (1.25)	4 (2.50)	95 (59.38)	58 (36.25)	4.30	0.54
Wider reach of advisory programs increases the number of successful entrepreneurial projects.	1 (0.63)	3 (1.88)	5 (3.13)	89 (55.63)	62 (38.75)	4.31	0.56
Programs accessible to marginalized groups lead to more inclusive economic growth.	-	2 (1.25)	3 (1.88)	90 (56.25)	65 (40.63)	4.34	0.54
Overall						4.32	0.55

In Table 10, the findings highlighted the significant impact of Inclusion Advocacy services on the success of entrepreneurial projects. The investigation revealed that broad geographical coverage of advisory programs enhanced project success, with 92 respondents (57.50%) agreeing and 60 (37.50%) strongly agreeing, giving a mean of 4.31 and a standard deviation of 0.55. Similarly, inclusivity and diversity in advisory programs contributed to better outcomes for entrepreneurs, as evidenced by 88 respondents (55.00%) agreeing and 64 (40.00%) strongly agreeing, resulting in a mean of 4.32 and a standard deviation of 0.56.

The ease of accessibility to resources was also critical, with 95 respondents (59.38%) agreeing and 58 (36.25%) strongly agreeing that this was essential for project success, achieving a mean of 4.30 and a standard deviation of 0.54. Additionally, it was shown that the wider reach of advisory programs increased the number of successful entrepreneurial projects, as 89 respondents (55.63%) agreed, and 62 (38.75%) strongly agreed, resulting in a mean of 4.31 and a standard deviation of 0.56. Programs accessible to marginalized groups were found to contribute to inclusive economic growth, with 90 respondents (56.25%) agreeing and 65 (40.63%) strongly agreeing, yielding a mean of 4.34 and a standard deviation of 0.54.

One respondent shared,

"The accessibility and inclusivity of these advisory programs have really helped entrepreneurs from all backgrounds, and it's amazing to see the positive outcomes. As a result of owning a business, entrepreneurs get equipped with knowledge and skills that enable them to take appropriate decisions, overcome certain problems, and even tap into opportunities which may have earlier seemed impossible"

The overall mean is 4.32, reflecting a very positive view on the importance of Inclusion Advocacy services for project success. Respondents agree that broad geographical coverage, inclusivity, and accessibility of resources significantly benefit entrepreneurial outcomes, suggesting a consensus on the value of inclusive advisory services. The findings are supported by study of Nkurunziza and Uwimana (2022) highlighted that only 30% of rural entrepreneurs in Rwanda access advisory services compared to 70% in urban areas, emphasizing the need for more inclusive initiatives. By addressing geographical disparities, inclusion advocacy programs empower rural entrepreneurs to access the same quality of support as their urban counterparts.

Table 11
Success of Entrepreneurial Urumuri Project Implemented by BK In Partnership With Inkomoko

Statement	SD	D	N	A	SA	Mean	Std
	F (%)	F (%)	F (%)	F (%)	F (%)		
The project has been implemented within the planned budget and timeframe, indicating efficiency.	1 (0.63)	2 (1.25)	5 (3.13)	120 (75.00)	32 (20.00)	4.13	0.65
The project's objectives and goals have been effectively met, fulfilling the intended purpose.	1 (0.63)	2 (1.25)	3 (1.88)	122 (76.25)	32 (20.00)	4.15	0.60
The project has strategies in place to ensure long-term sustainability and relevance.	1 (0.63)	3 (1.88)	4 (2.50)	115 (71.88)	37 (23.13)	4.16	0.68
The resources utilized in the project have been managed efficiently to achieve desired outcomes.	1 (0.63)	2 (1.25)	4 (2.50)	118 (73.75)	35 (21.88)	4.15	0.63
The project is likely to continue benefiting stakeholders beyond the initial implementation phase.	1 (0.63)	2 (1.25)	5 (3.13)	125 (78.13)	27 (16.88)	4.10	0.61
Overall mean						4.14	0.63



The findings from Table 11 demonstrate a highly favourable assessment of the success of the Urumuri Project, implemented by BK in partnership with Inkomoko. The investigation into the project's efficiency showed that it was executed within the planned budget and timeframe, with 120 respondents (75.00%) agreeing, and 32 (20.00%) strongly agreeing, yielding a high mean of 4.13 and a standard deviation of 0.65. Furthermore, the project's effectiveness in meeting its objectives and fulfilling its intended purpose was positively evaluated, as 122 respondents (76.25%) agreed and 32 (20.00%) strongly agreed, with only minimal disagreement, resulting in a mean of 4.15 and a standard deviation of 0.60.

The examination into the project's sustainability strategies also revealed strong approval, with 115 respondents (71.88%) agreeing, 37 (23.13%) strongly agreeing, and a high mean of 4.16 and a standard deviation of 0.68, indicating robust provisions for long-term relevance. Additionally, the resources employed were effectively managed, with 118 respondents (73.75%) agreeing, 35 (21.88%) strongly agreeing, a mean of 4.15, and a standard deviation of 0.63. Notably, the project's ability to benefit stakeholders beyond the initial phase was well-recognized, as indicated by 125 respondents (78.13%) agreeing and 27 (16.88%) strongly agreeing, reflecting a mean of 4.10 and a standard deviation of 0.61.

The overall mean for Table 4.9 is 4.14, indicating a strong positive assessment of the success of the Urumuri Project. This score reflects that respondents generally agree that the project has been implemented efficiently, met its objectives, managed resources effectively, and has strategies in place for long-term sustainability and relevance. The findings are supported by Zhang et al. (2017) rapid industrialization and market reforms initiated in the late 20th century led to the establishment of numerous business advisory services aimed at fostering entrepreneurship and innovation. China's business advisory landscape has been shaped by policies like the "Made in China 2025" initiative, which includes substantial support for SMEs through advisory programs focused on innovation and modernization. Supporting this, one respondent noted,

“The project has truly exceeded our expectations in terms of long-term value creation. It does more than just improve the short term performance and has the added value of creating long term positive impact and therefore also the sustenance of health and growth of the community and stakeholders.”

Table 12

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.972	.971	.09436

a. Predictors: (Constant), Inclusion Advocacy services, Training & Financing services, Connectivity & Coaching Services

Table 12 highlights strong relationship between the predictors, namely inclusion advocacy services, training & financing services, and connectivity & coaching services, and the success of entrepreneurial projects in Rwanda, as indicated by a high R value of 0.986. This reflects a substantial correlation between the variables. The R Square value of 0.972 denotes that approximately 97.2% of the variability in project outcomes can be explained by these business advisory services indicating they are critical to entrepreneurial success.

Table 13

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.055	3	16.018	1779.778	.000 ^b
	Residual	1.389	156	.009		
	Total	49.444	159			

a. Dependent Variable: Success of Entrepreneurial project

b. Predictors: (Constant), Inclusion Advocacy services, Training & Financing services, Connectivity & Coaching Services

Table 13 shows that Analysis of Variance (ANOVA) results. It reveals a significant effect of the independent variables training & financing services, connectivity & coaching services, and inclusion advocacy services on the dependent variable, which is the success of entrepreneurial projects, encompassing project efficiency, project effectiveness, sustainability, and longevity. The model shows a highly significant F-value of 1779.778, with a p-value of 0.000, clearly demonstrating that the predictor variables collectively have a meaningful influence on entrepreneurial project success (p-value = 0.000 < 0.05). Findings are supported by a study of Ongesa and Nyakundi (2024) found a



significant positive correlation between advisory services provided to women beneficiaries of Village Savings and Loan Association Services (VSLAs) and the growth of women's entrepreneurship.

Table 14
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.068	.057		1.193	.237
	Training & Financing services	.564	.039	.569	14.462	.000
	Connectivity & Coaching Services	.351	.038	.372	9.237	.000
	Inclusion Advocacy services	.064	.022	.070	2.909	.005

a. Dependent Variable: Success of Entrepreneurial project

Table 14 reveals a significant positive relationship between business advisory services and the success of entrepreneurial projects, particularly in the context of the Urumuri Project implemented by BK in partnership with Inkomoko in Gasabo District. The analysis demonstrated that the constant term had an unstandardized coefficient of 0.068 and standard error of 0.057.

Moving to the predictors, for every-one unit increase in the training and financing services, there is 0.564 unit increase in the success of entrepreneurial project. Similarly, for every-one unit increase in the connectivity and coaching services, there is 0.351 unit increase in the success of entrepreneurial project. Lastly, for every-one unit increase in the inclusion advocacy services, there is 0.064 unit increase in the success of entrepreneurial project.

Moreover, Table 11 outlines the hypotheses results. The null hypothesis that H01 Training and financing services have no significant effect on the success of the Urumuri project in Gasabo District, therefore, this hypothesis is rejected because the p-value of 0.000 is less than 0.05. Similarly, null hypothesis that connectivity and coaching services have no significant effect on the success of the Urumuri project in Gasabo District, therefore, this hypothesis is rejected because the p-value of 0.000 is less than 0.05. Lastly, null hypothesis that Ho3 inclusion advocacy services have no significant effect on the success of the Urumuri project in Gasabo District, therefore, this hypothesis is rejected because the p-value of 0.000 is less than 0.05.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The study examined the effect of business advisory services on the success of entrepreneurial projects in Rwanda, with a focus on the Urumuri Project implemented by Bank of Kigali in partnership with Inkomoko. First objective was about assessing the effect of Training & Financing services on success of Urumuri project in Gasabo district. In this regard, the study concludes that there is positive and significant effect of Training & Financing services on success of entrepreneurial projects in Rwanda. Similarly, second objective was about investigating the effect of Connectivity & Coaching Services on success of Urumuri project in Gasabo district. In this wise, the study concludes that there is positive and significant effect of Connectivity & Coaching Services on success of entrepreneurial projects in Rwanda, last objective was examining the effect of Inclusion Advocacy services on success of Urumuri project in Gasabo district. In this regard, the study concludes that there is positive and significant effect of Inclusion Advocacy services on success of entrepreneurial projects in Rwanda.

5.2 Recommendations

Firstly the objective one was about assessing the effect of Training & Financing services on success of Urumuri project in Gasabo district and the study concludes that there is positive and significant effect of Training & Financing services on success of entrepreneurial projects in Rwanda. However, project managers should strengthen training programs by incorporating industry-specific mentorship and hands-on financial management skills would equip entrepreneurs with practical knowledge, reducing business failures due to poor financial planning.

Secondly, the objective two was about investigating the effect of Connectivity & Coaching Services on success of Urumuri project in Gasabo district and the study concludes that there is positive and significant effect of Connectivity & Coaching Services on success of entrepreneurial projects in Rwanda. However, project managers should expand these services to include digital platforms, ensuring a wider audience, including entrepreneurs in rural and underserved areas, benefit from expert guidance.

Lastly, the objective three was examining the effect of Inclusion Advocacy services on success of Urumuri project in Gasabo district and the study concludes that there is positive and significant effect of Inclusion Advocacy

services on success of entrepreneurial projects in Rwanda. However, project managers should address inclusion policies such as tax incentives for businesses that support inclusive entrepreneurship, grants targeting underrepresented entrepreneurs, and tailored capacity-building initiatives should be introduced.

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